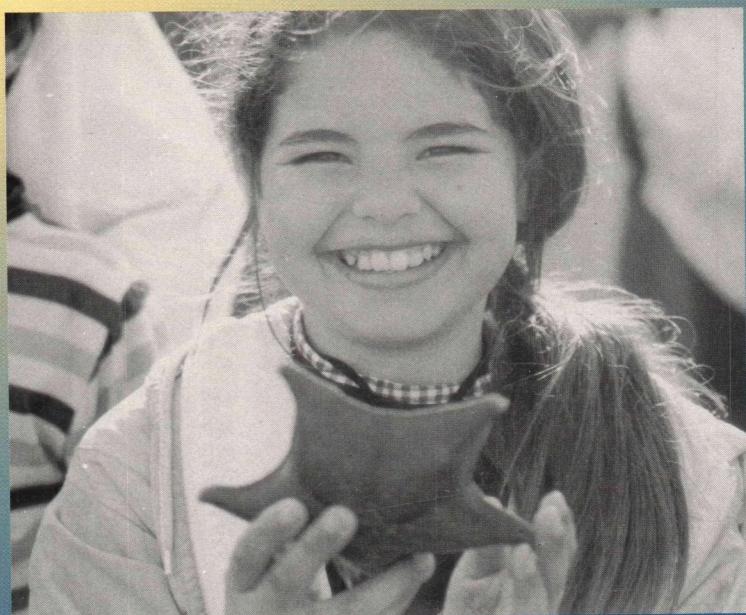


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LA4KIDS

A Youth Agenda for the 1990's and Beyond



A Report by the Los Angeles Mayor's Committee on Children, Youth and Families



Education Dept.

LA4KIDS

A Youth Agenda for the 1990's and Beyond



A Report by the Los Angeles Mayor's Committee on Children, Youth and Families

For More Information Please Contact:

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The Los Angeles Mayor's Committee on Children, Youth and Families
Los Angeles City Hall
Los Angeles, California 90012

February, 1995

Dear Mayor Riordan:

When you took office in July of 1993, you outlined numerous opportunities for positive change in city government. Combined with your long-term commitment to improving the lives of children, you created the Mayor's Committee on Children, Youth and Families in October of 1993.

With your leadership and vision, we assembled a volunteer group of some of the finest and most dedicated young people, community and business leaders, youth experts and policy specialists and asked them to identify strategies for improving the lives of young people in the City of Los Angeles. This group worked closely with representatives from city departments, council offices and individuals throughout the community to develop a blueprint for how we can best meet the challenges facing our children, youth and families. The incredible support we received demonstrates the enthusiasm, commitment and hope that our city has for its younger generation.

The Committee on Children, Youth and Families believes that the City of Los Angeles has immense resources. All of the residents of this great city have worked together to successfully meet every challenge that has been handed to them. However, no challenge is more immediate or more important than working to build healthy communities that nurture children and youth and provide them with opportunities for positive development. If we expect young people to meet their needs in a positive manner, we must insure that positive opportunities are present in their lives. Currently, far too many of our young people find few resources or options available to them - often causing negative outcomes for everyone in the community.

Through its work, the committee found that youth programs work best when people work together. Too often, youth-serving organizations treat problems as isolated and unconnected; unemployment, crime and drug use are often seen and treated as individual issues. The needs of children and their families, rather than the needs of agencies or political factors, should drive resource allocation and programming decisions. Priorities for services and funding should target geographic areas, rather than focusing on specific or "at-risk" populations.

The challenge before us is tremendous and requires all of us to make changes in the way we think and the way we act. We must make a major commitment of our time, our resources and ourselves. Each resident must ultimately assume the responsibility of being a good neighbor and role model to the children of our communities. As parents, friends, volunteers and professionals we must help our children grow and mature through their contact with the world around them - and we must do our best to make that world a safe place, full of positive opportunities.

We are confident that under your leadership and guidance, the residents of the city will join together to make the recommendations in this report a reality.

Sincerely,

Nancy M. Daly

Nancy Daly
Committee Chair

COMMITTEE ON CHILDREN, YOUTH AND FAMILIES

COMMITTEE CHAIR

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The Committee on Children, Youth and Families would like to thank the many individuals who joined the various subcommittees and worked with us to collect and organize the data and recommendations in this report . In addition, we would like to thank in advance the individuals from both the public and private sectors who will help to make the recommendations and strategies in this report a reality.

Young People living in the city provided us with advice and concrete ideas for change. Our youth representatives, Noemi Madrigal and Leticia Ayala, represented the committee at national conferences, attended various subcommittee meetings and helped to articulate the committee's vision and goals.

The Committee Staff was a unique example of a successful public-private partnership. The working group was comprised of individuals from the Mayor's Office and the Community Development Department, as well as consultants funded through the private sector - special thanks to Kaiser Permanente, the Weingart Foundation and the Center for Youth Development and Policy Research (through a grant from The Ford Foundation) for their ongoing support. The dedication, patience and knowledge of the project staff contributed greatly to this report. Special thanks go to Bonnie Armstrong, Missy Mingst, Olivia E. Mitchell, Diana Nave and Jay Shin for their extraordinary contributions. We also would like to acknowledge the excellent work of Cecilia Sandoval and her staff in helping to organize and document the committee's summer project.

City Staff from thirty-one departments, agencies and commissions volunteered their time on subcommittees and special projects. They responded to detailed questionnaires and requests for program and budget data and worked hand-in-hand with staff and members of the committee. We owe special thanks to Pat Adams, Pam Bryant, Maria Cardenas, Michael Carey, Anne Connor and Wesley Mitchell for their exceptional enthusiasm and commitment to this report. A special thank you to Parker Anderson and Diana Nave of the Community Development Department for taking a leadership role in funding the committee's summer project.

City Council Members and their staff helped identify needs and issues throughout communities. We greatly appreciate the active participation of those Council Members that gave guidance to the committee and their staff that worked on special projects and helped to organize youth focus groups.

Everyone in Mayor Richard Riordan's office was extremely supportive, but special thanks go to Deputy Mayor Robin Kramer. Her advice and knowledge of city processes and operations was invaluable and helped to shape and guide the committee's work.

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Section 1

A Youth Agenda for the 1990's and Beyond



**The Los Angeles Mayor's Committee
on Children, Youth and Families**

CHARGE AND VISION

"Examine the role and operation of Los Angeles City government as it currently serves children, youth and their families; and then develop a series of policy, program and organizational recommendations to improve government's ability to enhance the health, safety and optimal development of all children in the City."

- Mayor Richard Riordan

"Every Los Angeles child should reach adulthood having experienced a safe, healthy and nurturing childhood which prepares him/her to become a responsible and contributing member of the community."

- The Mayor's Committee on Children, Youth and Families

INTRODUCTION AND SUMMARY

WHO?

A Snapshot of Children and Youth in the City of Los Angeles

1 out of 4 people in Los Angeles
is under age 18, and of them

• • • •

2 out of 3 live with a
married couple

1 out of 5 live in a female-headed household

4 out of 5 have both parents or
the single parent in the
work force

1 out of 4 live in poverty
1 is murdered each week

1 is murdered each week

WHY?

The Mayor's Committee on Children, Youth and Families believes that:
Every Los Angeles child should reach adulthood having experienced a safe, healthy and nurturing childhood which prepares him/her to become a responsible and contributing member of the community.

Making this *Vision for Every Child* a reality will require a strong commitment from every government agency, resident, community member and business in the City of Los Angeles.

WHAT?

The Committee envisions:

- A city that listens to, involves and responds to its residents, and leverages government and community expertise and resources to benefit all of its children, youth and families.
- A city that ensures clean, safe and economically viable neighborhoods where children, youth and their families want to live.
- A city that ensures that every child and adolescent has something to do, someone to do it with and a safe place to do it.

HOW?

To make these goals realities, the city must establish new ways of working together. The City of Los Angeles has long been in the forefront of policy issues that have a positive impact on the quality of life for children, youth, and their families. Los Angeles must now accept the new challenges and realities of the 1990's and place an emphasis on building stronger

neighborhoods instead of stronger bureaucracies. Building healthy communities and capable young people will require a commitment on the part of businesses and organizations in every neighborhood of the city to understanding the new realities of the 1990's and to **finding new ways of working together**. To realize the *City's Vision for Every Child* the following effective and accountable implementation mechanisms, that reach across all departments, are required:

- Establish a Commission for Children, Youth and Their Families to act as a focal point within the city to: coordinate and evaluate efforts to serve children, youth and families; advise the Mayor and City Council on issues related to children, youth and families; and, listen to and advocate for children, youth and families both within the city structure and the community.
- Create Neighborhood Networks4KIDS and an Interdepartmental Team4KIDS to provide a collaborative team approach to strengthening neighborhoods and building a stronger local infrastructure for problem solving and improvement of the quality of life.

THE CITY'S CHANGING ROLE

Virtually every city in the nation is grappling with redefining its role to meet the needs of its residents. As we look to the future role of the City of Los Angeles, we recognize that three major national shifts are fundamentally changing the way in which local governments must approach important community issues.

1. Fewer public sector dollars are being made available to solve community problems.
2. Responsibility for solving community problems is being moved away from the federal and state levels to the local level.
3. Both the public and private sectors are placing much more emphasis on collaborative problem-solving.

Both counties and cities are considered local governments. In California, counties play a major role in administering state and federal human service programs. The county is responsible for most aspects of the social safety net, while the cities

are responsible for the basic physical, economic and social infrastructures that determine the quality of life. However, it is clearly a shared responsibility of all levels of government to ensure that community needs are addressed and effectively met. Many of the nation's current approaches to the needs of young people are reactive, problem focused, fragmented and incomplete. The programs fall short in quantity, quality, duration and outreach to those most in need.

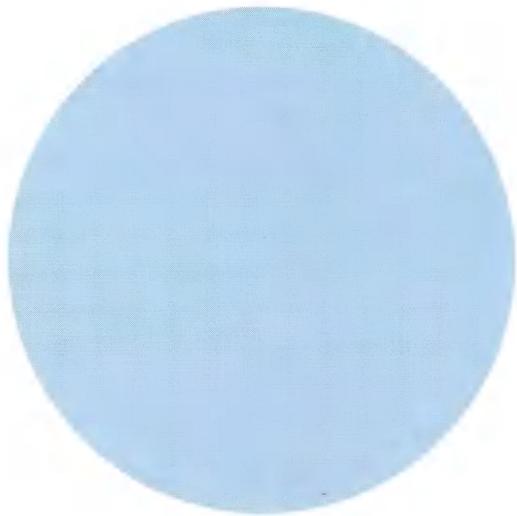
The following outlines the different roles of the city county and schools for residents of the City of Los Angeles. In areas listed on the chart below, the distinctions are fairly clear. However, in many areas, such as economic development, child care and cultural affairs, jurisdictions are overlapping. In addition, an increasing amount of health, social and recreation services are being provided in the schools.

The movement toward more community-based decision-making makes the need for collaborative planning among all levels of government - particularly between the City, County and schools of Los Angeles and the federal government - more urgent. That movement also creates new challenges for changing the way services and programs are funded. We must move away from a limited, "band-aid" approach of problem-solving to a broader focus on building strong communities that support families and nurture children.

The City of Los Angeles must act as an advocate, catalyst, broker and provider to ensure strong, safe communities and support for families in the development of caring and capable children and youth. The committee recommends an emphasis on the role of visionary and facilitator. To adapt to changing realities, the city must:

- recognize that city-wide community and family needs are interdependent and can not be dealt with in isolation from each other;
- play a leadership role in assisting residents build healthy communities;
- develop partnerships with community organizations and businesses;
- recognize and respond to the opportunities and challenges of the economic and cultural diversity of its communities; and,
- allow flexibility for local staff to work in partnership with their communities.

City	Police and Fire Libraries Public Works (lights, streets) Recreation and Parks Housing
County	Health Mental Health Income Support Probation Protective Services
School	Education Vocational Training



Section 2

A Youth Agenda for the 1990's and Beyond



What We Discovered

YOUTH VOICES

"What kind of city and neighborhood do you want to live in?"

"What can the City of Los Angeles and your community do to make your life safer, healthier and more enriched?"

With the assistance of the Community Development Department and a private consulting firm (*The Sandoval Group*), the Mayor's Committee on Children, Youth and Families asked more than one-hundred young people to respond to these questions. Discussions were held with a cross-section of youth, ranging from 12 to 22 years of age, throughout the City of Los Angeles. Youth group participants included community volunteers, student body officers, active gang members, teen parents, young people in school and others who have been expelled from school, young adults who have begun their college education, and others who are neither working nor in school.

Although the young people came from diverse economic, cultural and educational backgrounds, they shared many common views. Participants identified the following community needs:

- Information on programs and services available for youth in their local community
- A **safe place** to work, study and participate in recreational and cultural activities
- Affordable and accessible **transportation** to programs and services
- Increased school and community **safety**
- Meaningful **jobs** with good pay and increased responsibility
- Involvement and a **decision-making role** in the community
- **Improvement and expansion** of existing parks, recreation centers and cultural programs
- **Improvement of local infrastructure** (abandoned buildings)

“Give youth the opportunity to participate in productive employment so that they can develop meaningful relationships and have a positive work experience.”

"Kids want a place to hang-out — a place just for them with reading programs, computers, recreation programs and art classes"

"Don't label us — it makes us sound as if we are not as good as everyone else — we don't call ourselves 'at-risk' or 'underprivileged'."

WHAT ARE YOUTH ASKING FOR?

- teen centers • a “Mayor from the Hood” to represent different neighborhoods
- shuttle buses to get to school and other activities safely • organized summer sports teams • more sports programs for girls • trips to the beach, museums and mountains • child care so teenagers with kids can participate in activities • gardens and grass areas at the housing projects • job training and job fairs at schools • after-school tutoring • libraries to stay open later to do homework • a variety of learning programs and electives in schools • fix the potholes in the streets • get rid of graffiti in the neighborhoods • renovate movie houses, stores and businesses that are boarded up and closed • acknowledge kids that are working hard and staying out of trouble

VOICES FROM, THE FIELD

The committee found that many policies are in fact barriers for cooperation among departments, agencies and schools. For example, the Los Angeles Police Department asked a local school to turn on its exterior lights on certain evenings to illuminate an adjoining area used by the Police Department to provide programs for youth in the area. However, school policy requires that school personnel be called in to manage the lights — even though the Police Department was willing to pay for the cost of electricity, provide security and take responsibility for the facility.

*"How can city services and programs be provided more effectively?"
"How do local city staff work together to provide programs for children and youth?"*

To help answer these questions, the Committee on Children, Youth and Families identified and convened city and school staff from six neighborhoods. In each community, representatives from the City Departments of Recreation and Parks, Library, Cultural Affairs, and Police; the Los Angeles Unified School District and the respective City Council office discussed whether and how they might work together to improve the number, type and quality of activities for children and youth in their communities.

In addition, over 40 interviews were conducted in which local city and school staff, and community representatives were asked to:

- Assess the strengths and weaknesses of family and youth services in their communities.
- Identify the most critical issues city agencies must address to be able to serve young people more effectively.
- Identify major barriers and opportunities to inter-agency collaboration.

Key findings:

RESOURCES

- Human and financial resources are badly lacking, although commitment of staff is high.
- Collaboration requires dedicated staff time to support change and propose ideas.
- Volunteers are a valuable resource - there is concern that they are burning out and are harder to recruit and train.
- Community-based organizations must be viewed as an important community resource.

DIRECTION AND LEADERSHIP

- Respondents encouraged City Council offices to play a role in collaborative efforts, acting as a broker to convene "town hall" meetings in local communities and help leverage resources for neighborhoods.
- Participants encouraged the city to develop broad goals and priorities regarding children, youth and families. There was concern about the current "piecemeal approach" to youth issues.
- Respondents felt that personnel must be able to respond to issues and needs at the local level.
- Staff turnover at the local level contributes to fragmentation.

COMMUNICATION

- Participants welcomed the opportunity to work collaboratively with personnel from other city departments. There was concern that the current structure in public agencies promotes competition and isolated efforts.
- Many staff of public agencies working in the same area do not know each other or the programs each provides.
- Participants believe young people and family members should be active in planning and decision-making in their local communities.
- Better information is needed by neighborhood residents, particularly about what youth opportunities are available.
- On-going communication linkages among city, school and private sector staff serving the same geographic area (or local community) are needed.

TRUST AND TURF

- Several respondents stated that individual department agendas often weaken opportunities for building trust among agencies.
- Observations were made about the need to link planning and budgeting cycles; to coordinate needs of year-round schools, program calendars and community events.
- Existing programs and facilities are often underutilized.

LA's BEST The City's "BEST" Model of Commitment to Children and to Collaboration

LA's BEST (Better Educated Students for Tomorrow) is reinventing government at its best. LA's BEST was created in 1988 through an unprecedented partnership — the Mayor's office, the Los Angeles Unified School District, the city's Community Redevelopment Agency and the private sector — to take an aggressive stand against the drugs, crime and despair that were attacking our city's most vulnerable children. LA's BEST serves over 4,400 children ages 5-12 at 22 elementary school sites throughout the City of Los Angeles. The program targets the inner-city child who attends schools with the lowest test scores, where there are no other enrichment alternatives, where most families depend on government aid and where the lure of the streets is most appealing for a child with no resources and nothing to do after school. LA's BEST continuously fights against the odds to demonstrate that if we can not change everything negative in child's life, there is no reason not to change what we can.

The LA's BEST after school enrichment program is unlike any other in the City of Los Angeles for two main reasons:

Proven Academic Improvement: Preliminary results from a three-year Longitudinal Study conducted by the UCLA National Center for Research on Evaluation, Standards and Student Testing have shown that children who participate in the LA's BEST program show a significant academic impact in math, composition, science and social studies compared to non LA's BEST students from the same classrooms. Three previous UCLA evaluation reports from the Center for the Study of Evaluation found that over 75% of children interviewed said they like "regular" school more since participating in LA's BEST.

School-based Crime Reduction : LA's BEST has become a recognized part of the city's movement to prevent violence and ensure safety. Based on data from the Police Department of the Los Angeles Unified School District, LA's BEST schools show a 40% reduction in reported school crime incidents. A majority of LA's BEST parents said that their children's participation with LA's BEST lessened their worries concerning their children's exposure to illegal activity and exposure to illegal substances.

A REVIEW OF CITY OPERATIONS

"How are city programs evaluated?"

"How do departments and agencies work together to plan and implement programs for children and youth?"

FACT

The City of Los Angeles has:

96 recreation centers

208 parks larger than one acre

76 pocket and mini-parks

63 branch libraries and

1 central library

4 book mobiles

4 cultural affair centers

The committee's survey of city department policies and priorities identified numerous programs directly serving children, youth and families, including many that are innovative and effective, run by dedicated staff and using public/private partnerships (these are highlighted in the appendix). The review also identified the following critical weaknesses in city operations:

- Few departmental mission statements or work plans give priority to children, youth, and families.**

The committee believes that city government creates the basic infrastructure within which families and children develop and that decisions regarding physical infrastructure have a direct impact on the health and well-being of growing children. However, *few departments that provide infrastructure services see the nexus between their operations and children and youth.* The public provision of water offers a prime example. Most major cities in the United States adjust the fluoride in their water

systems to a level that is optimal for good oral health, particularly in young, growing teeth. Having the right level of fluoride in the water reduces tooth decay by 50 to 70 percent, and school nurses and parents across the City of Los Angeles identify oral health and dental care as a major need of children, particularly those living in poverty. However, the city does not yet adjust the level of fluoride in the water system.

- Few departments seek to evaluate the impact that their programs have on children, youth, and families, or document the results achieved.**

Effective accountability for the use of public resources requires clear and measurable outcomes and evaluation. Programs should be evaluated in terms of specified outcomes reflecting the goals of the services provided. Collaborative program evaluation across departments can allow similar programs in different departments to benefit from each other's experience, and to allow limited resources to be focused where they are most needed.

- Ensuring that communities receive geographically based resources is problematic.**

In addition to ensuring program quality and effectiveness, focus is needed on providing basic services to communities that have few or no resources. *There are currently no effective formal mechanisms for ensuring that services and activities for children and youth are equitably distributed, comprehensive and geographically based.*

- Family-friendly employee benefits are not offered uniformly across departments, and there is limited opportunity for employee choice.**

The committee found many examples of how the city offers its employees a variety of family-friendly programs. These include resource and referral assistance, on-site or conveniently located child development centers, parenting seminars, a video resource library on work and family issues, discounts at participating child care centers, flexible work schedules, part-time work and job sharing, opportunities to work at home, reimbursement for dependent care, and voluntary payroll deduction for child support. Unfortunately, these *benefits are not offered uniformly across departments, and there is no opportunity for employee choice.*

- There is no formal mechanism for inter-departmental and inter-agency collaboration.**

The review of the city's budget and programs showed that two-thirds of the city departments target some programming to children and youth. Except in the field of child care, there currently is no mechanism for communication among them concerning these programs and most were not aware of how their activities might relate to those of other departments. Virtually everything the city does affects children and their families

According to the Department of Recreation and Parks, the City of Los Angeles has one acre of park land for every 350 acres of land in the valley, but only one acre of park land for every 3,500 acres of land in the inner city.

in some way. Although the existing Children's Policy calls for a systematic review of the impact city decisions may have on these populations, there is no such system in place.

The City Council's Ad Hoc Committee on Violence in the Schools recognized the immediacy of the need for the "creation of a centralized and focused structure wherein city departments could work together to exchange information and to coordinate and realign their youth-serving and child- serving programs into a comprehensive and interfacing system." This committee agrees and has worked to ensure that these concerns are reflected in the recommendations and strategies of this report.

A REVIEW OF THE CITY BUDGET

*"How much does the city spend on programs for children and youth?"
"What kinds of programs and services for children and youth does the city fund?"*

The Mayor's Committee endeavored to conduct an analysis of City expenditures for children and families. The findings included the following.

- There are more than 100 city funded programs - targeted specifically for children, youth and families - with **expenditures of \$215 million** for FY 94-95. However, no formal mechanism for overall coordination or evaluation of the results of these expenditures was identified.
- The targeted services for children and youth come to **less than \$250 a year/ per child**. Considering the demand for services and programs for children and youth, allocations are stretched very thin.
- The committee discovered that while some programs have detailed documentation, others do not, and it is therefore **not possible to estimate the total number of children or families served in these programs**.
- The need for interdepartmental collaboration is clear. Similar programs in different departments can benefit from coordinating their efforts so that limited resources can be focused where they are most needed.

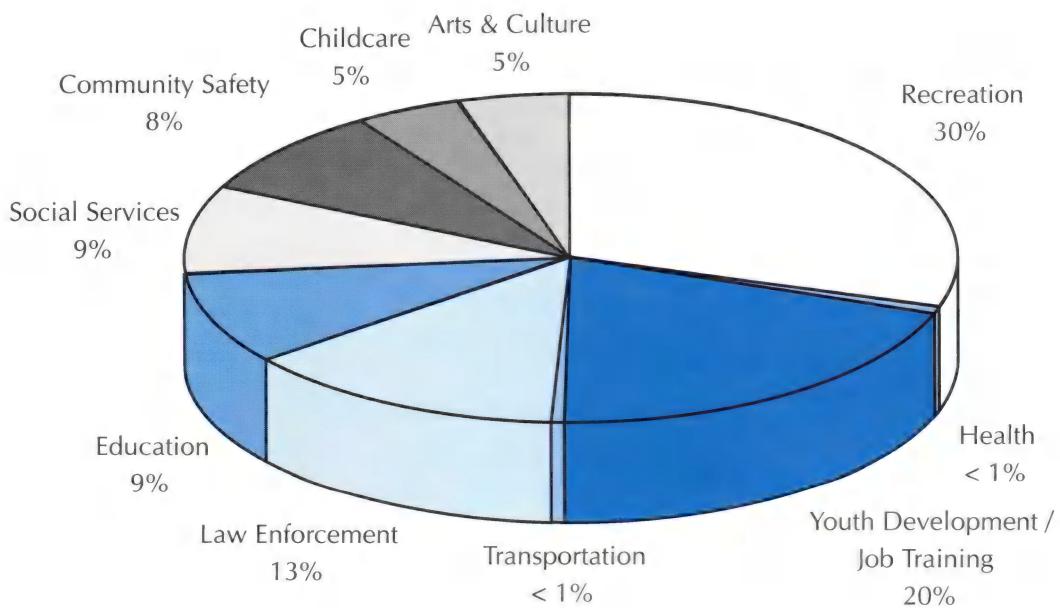
The committee went through several steps to analyze the city budget. The process was complicated and revealed that creating an authentic "Children's Budget" was not currently feasible. However, valuable information was obtained.

Two previous “children’s budgets,” prepared in 1989 and 1992, were reviewed to determine if the methodology could be replicated and if the budget picture was complete. These budgets were very helpful in defining the range of city investments in programs, and identifying departments with exemplary programs. However, the committee and other budget analysts agreed that the data presented did not capture the full range or depth of the city’s services for children and families.

To discover what kinds of services the city funds, the committee developed ten categories of service. Expenditures were assigned by department personnel to the category which best fit the service provided. While successful in some respects, these classification efforts were also severely compromised by highly variable reporting and accounting standards across departments. The findings are summarized here and detailed in the appendix of this report.

FY 94-95

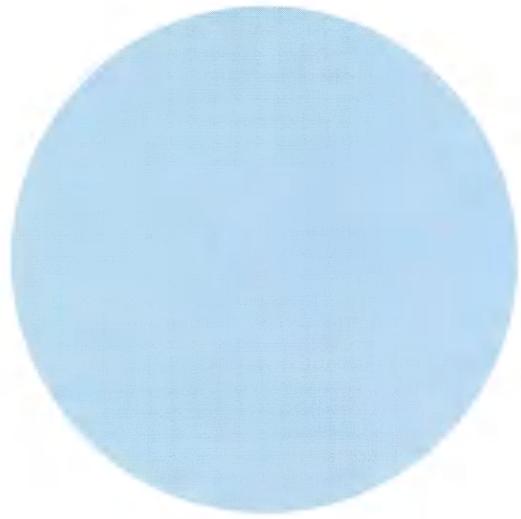
Targeted Expenditures for Children, Youth and Families by Service Category



The pattern of expenditures suggests that most of these programs are individual departmental responses to specific needs or traditional priorities rather than in responses to strategic directions to meet community goals. **Therefore, a systematic city-wide planning process appears to be badly needed — both to coordinate and track city spending on children, youth and families, and to assure maximum benefits for city residents.**

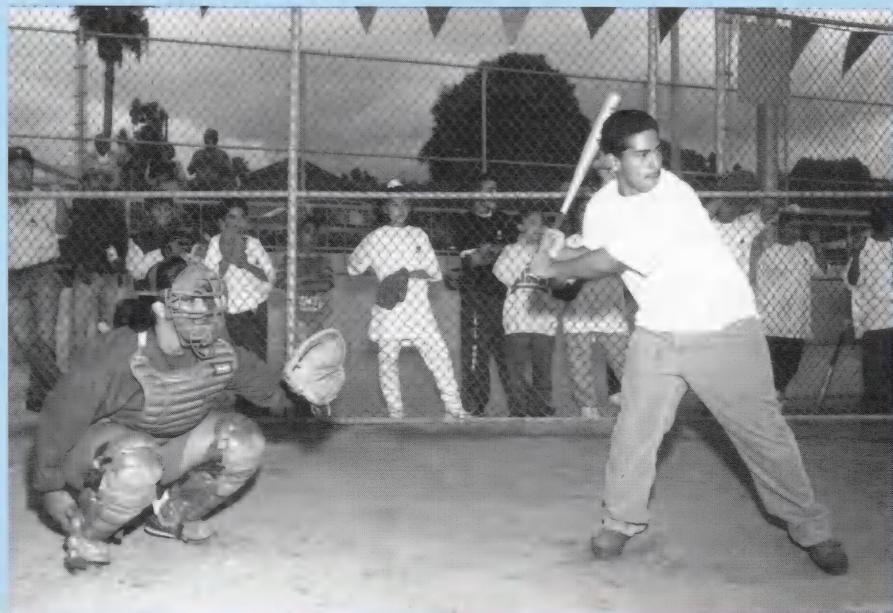
City expenditures for children, youth and families can be organized in three ways:

- Services specifically targeted to children, youth and their families are allocated \$215 million, or 4.5% of the City's total \$4.8 billion budget (excluding independent departments). City funds account for 72% of this expenditure, with 28% being federal funds.
- Housing related expenditures from the Housing Department and the Housing Authority of the City of Los Angeles also benefit children, youth and their families, but are not included in the city's general fund budget. This tier of services adds \$213 million to the total expenditure towards children, youth and families, resulting in a total annual investment of \$428 million. This increment is predominantly federal housing funds targeted for low-income families. Of the \$428 million, almost 65% is federal funds and 35% is city funds.
- All departments provide basic services which indirectly benefit children, youth and their families, and account for as much as one-third of all city expenditures. These expenditures more accurately reflect the city's total commitment to children and families.



Section 3

A Youth Agenda for the 1990's and Beyond



What We Recommend

COMMITTEE RECOMMENDATIONS

For too many Los Angeles children, society does a better job of guaranteeing a prison cell than a safe park to play at or an adult to talk with. To meet the challenges of the next century, we must change our focus from creating programs which seek only to treat problems to a focus on building strong communities that provide the network of supports that every family needs to raise healthy, capable children.

We should take a lesson from the medical field. Health professionals have shifted from simply treating illness and disease to a focus on promoting wellness. By doing a better job of supporting people in being healthy, we prevent illness and ultimately will have less of a need for expensive, long-term treatment.

In much the same way, the city's focus needs to be on building and strengthening community wellness as the most effective family support, crime prevention and youth development strategy. **Sustained community wellness requires the union of the fields of economic development, law enforcement, community development, public works, family support and youth development.** The Mayor's Committee on Children, Youth and Families believes that the City of Los Angeles must:

- Listen to, involve and respond to residents, and leverage government and community expertise and resources to benefit all of its children, youth and families.
- Ensure clean, safe and economically viable neighborhoods where children, youth and their families want to live.
- Ensure that every child and adolescent has something to do, someone to do it with and a safe place to do it.

To realize the *City's Vision for Every Child*, effective and accountable implementation mechanisms, that reach across all departments, are required. The committee recommends that the Mayor and City Council:

- Establish a Commission for Children, Youth and Their Families to act as a focal point within the city to: coordinate and evaluate efforts to serve children, youth and families; advise the Mayor and City Council on issues related to children, youth and families; and, listen to and advocate for children, youth and families both within the city structure and the community.

"Each Angeleno must ask

'What have I done to help a child today?'"

- Mayor Richard Riordan

- Create Neighborhood Networks4KIDS and an Interdepartmental Team4KIDS to provide a collaborative team approach to strengthening neighborhoods and building a stronger local infrastructure for problem solving and improvement of quality of life.

The City of Los Angeles will listen to, involve and respond to residents and leverage government and community expertise and resources to benefit all of its children, youth and families.

RECOMMENDATIONS: To be successful, we must:

- Adopt and promote the following *Vision for Every Child*.

"Every Los Angeles child should reach adulthood having experienced a safe, healthy and nurturing childhood which prepares him/her to become a responsible and contributing member of the community."

- Adopt and implement the *Guidelines for a Family-Friendly City* to assist Los Angeles in fulfilling its role and achieving the *Vision for Every Child*.

Planning and decision-making in all departments will follow these guidelines which were developed based on a review of existing policies and operations.

- Develop a city-wide planning process to increase interdepartmental collaboration that will improve communication, avoid redundancy and maximize funding for children, youth and their families.

The process could result in revisions to the General Plan or a separate plan to provide guidance in attaining goals. It should give every department the opportunity to articulate how its actions complement those of other agencies in attaining short- and long-range goals towards the *City's Vision for Every Child*.

- Recommend that every city department and agency show in its annual budget request how its actions are contributing to the accomplishment of the *City's Vision for Every Child*.
- Work with the Los Angeles Unified School District and county government to develop joint strategies for leveraging resources.

Building on lessons learned from such models as the County Children's Planning Council and school-based Healthy Start projects, create new intergovernmental team approaches to meeting policy, funding and programming challenges.

- Request that the federal government establish satellite field offices in Los Angeles to assist local communities in creating safer and healthier environments for children, youth and families.

Enlist the support of the Los Angeles County Board of Supervisors and other cities and counties of the region in requesting the following: The federal government should establish in Los Angeles a satellite regional office for the departments of Health and Human Services, Education, Labor, Treasury, Agriculture, Energy, Defense, Transportation and the Office of National Drug Control Policy. This office should be staffed with Senate-confirmed or similarly situated individuals who maintain direct linkage to the leadership in each agency, as well as appropriate support staff.

- Develop evaluation strategies to ensure that limited dollars are used to the best advantage; analyze and track child and family expenditures in the city budget.

City programs should not be kept in place over the long-term without appropriate accountability mechanisms to assure maximum benefits and cost efficiency. Greater consistency in definitions and increased focus on results will improve the city's ability to track the impact of expenditures for children, youth and families.

- Work with communities to establish standards, criteria and evaluation mechanisms for quality programs; assist in determining the need for technical assistance and other resources.

In moving flexibility and decision-making to more local levels, ensure that quality standards are established and met and that support is provided to new and existing staff.

- Establish more uniform family-friendly personnel policies and benefits for city employees (e.g., cafeteria style benefit plans).

Some Los Angeles departments have aggressively sought to become family-friendly employers — the Department of Water and Power is a national leader in the field. The city should strive to make similar choices

available to all its employees, regardless of where they work or their pay scale.

- Celebrate evidence of change in the approaches of the city, businesses and individuals to healthy youth development.

Create events that recognize achievements and positive work being done on behalf of children and youth throughout the city.

- Create mechanisms to ensure more equitable distribution of funds used for parks and open spaces. Review restrictions on Quimby, Mello-Roos and other sources.

The state mandate for Quimby Funds require developers to give a percentage of their development fees to local government for open spaces in communities. Currently there is a geographic restriction on where and how these funds may be spent. This has resulted in inequitable distribution of funds and facilities in areas where development is booming and resource needs are less critical. However, in areas of the city where new development is less prudent and where recreation needs are at a crisis level, funds can not be transferred.

The City of Los Angeles will ensure clean and safe neighborhoods where children, youth and their families want to live.

RECOMMENDATIONS: To be successful, we must:

- Guarantee that services and activities for children and youth are equitable, comprehensive and geographically based; identify and develop alternatives for neighborhoods lacking their fair share of resources, services and activities.

Building strong, safe neighborhoods is the best family support strategy. Focus should be on geographic areas of need rather than on increasing categorized funding strategies.

- Ensure that planning, programming and utilization of local public resources (parks, libraries, schools) are coordinated with each other so that they can offer the most effective services to neighborhoods.

In many areas, local city staff in different departments do not know each other or have information about the various programs that each provide. Residents have a right to expect and demand coordination of local public resources.

- Coordinate the efforts of all relevant law enforcement authorities in communities.

Among the - Los Angeles Police Department, Los Angeles Unified School District Police, Metropolitan Transit Authority Police, Highway Patrol, Housing Authority Police, Park Rangers, Drug Enforcement Agency, Department of Justice and specialized police units, such as those assigned to colleges and universities - jurisdictional and policy issues can arise that compromise their effectiveness. A team approach to community safety is imperative.

- Encourage city departments, especially the Los Angeles Police Department, to participate in the development of school safety plans.

All Los Angeles Unified schools are required to develop a safety plan. All relevant city departments and agencies should be active partners in this process.

- Organize safe corridors to and from school and other public places, to keep children safe.

Public agencies and departments must create partnerships with local business, community-based organizations and neighborhood residents to produce safety awareness and mechanisms for ensuring the safety of children and youth when they are in route to and from school and other public places.

- Ensure a range of safe, locally accessible public spaces and facilities, including indoor and outdoor spaces in all neighborhoods.

Many young Angelenos have expressed the need for teen centers in their communities as a place to study and participate in recreational and cultural activities.

- Provide jobs and job training, supported by job development activities with local community businesses.
- Ensure that all children who drink Los Angeles water receive the optimal level of fluoride for building strong healthy teeth.

Today's children live with fear unlike that known in previous generations. Each week during 1993 in the City of Los Angeles:

1	child was murdered
3	children were kidnapped
9	children were raped
6	children were victims of other sex offenses
97	children were robbed
130	children were assaulted with a deadly weapon
664	incidents of domestic violence were reported

Los Angeles is the only city in the country with a population of more than 1.5 million which does not assure its children this simple, cost-effective public health benefit. This committee recommends that the City of Los Angeles bring its water system up to date for the benefit of all residents, but especially to benefit young children and their growing teeth. Total long-term cost savings are estimated at about \$50 for every \$1 spent.

- Encourage all neighborhood residents, and other community adults, to recognize and exercise their responsibilities as role models to all children; this includes city employees who work in the area.

Building healthy communities and capable young people will require a commitment on the part of the residents, businesses and organizations in every neighborhood of the city to understanding the new realities of the 1990's and to **finding new ways of working together**. All of us will need to make changes in the way we think and the way we act, to put aside issues of turf and territory, and to make a major commitment of our time, our resources and ourselves.

- Work with community organizations to organize a city-wide media campaign to promote positive attitudes about and for children and youth.

The City of Los Angeles will serve as a catalyst to ensure that every child and adolescent has something to do, someone to do it with and a safe place to do it.

RECOMMENDATIONS: To be successful, we must:

- Coordinate existing resources, facilities and programs, including recreation centers, libraries, schools, cultural affair centers and non-profit organizations to eliminate duplication and maximize efficiency of services to children and youth.
- Inform all families about available opportunities, support services, and activities in their community (i.e., through technology and updated resource directories).

Create a comprehensive electronic guide, with multilingual translation capabilities, to services for children, youth and families. Develop a variety of electronic means for families and youth to obtain information on programs and services from many safe and accessible locations.

- Increase the availability of day care in neighborhoods and after-school enrichment programs.

Two-thirds of mothers in Los Angeles are in the labor force, and more than half of them returned to work during the first year of a new baby's life. Every day, working parents face the dilemma of having to ensure that their children are appropriately cared for and supervised. Caring, consistent child care or after-school enrichment programs can decrease stress and strain in the family, increase worker productivity, and enhance the child's healthy development. Excellent programs exist and could be expanded to meet this need in every neighborhood (e.g., LA's BEST After School Enrichment Program and Family Day Care).

- Provide youth with shared and unique cultural experiences, recreation and leisure activities.
- Collaborate with schools, businesses and city institutions to offer academic support, including tutoring, homework assistance, enrichment and educational opportunities, literacy programs and life skills support in all neighborhoods.
- Recruit city employees, community residents, and other competent, caring adults to serve as mentors and friends to children and youth; include training that puts the adult in touch with youth culture before becoming a mentor.
- Build on existing programs that provide positive interactions between local youth and law enforcement personnel.
- Support youth involvement in voluntary community service.

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 "I believe that only by diverting young people out of the criminal justice system and into positive activities will juvenile crime and city costs be reduced."

- Police Chief Willie Williams

Work with communities and local businesses to develop a database of volunteer opportunities for youth. Encourage religious institutions, the media and schools to emphasize the importance and benefits of volunteerism, through class credits or other incentives.

- Build and expand the local adult and youth volunteer base; implement AB2590, which enables employees to take-off up to 1 day each month to volunteer in school activities. Encourage the city and businesses to pay employees for at least half of their volunteer time.

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Section 4

A Youth Agenda for the 1990's and Beyond



How Do We Make It Happen?

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IMPLEMENTATION STRATEGIES: MECHANISM ONE

THE COMMISSION FOR CHILDREN, YOUTH AND THEIR FAMILIES

All recommended strategies and activities require a well-developed mechanism for effective implementation. Without an authoritative entity to monitor, coordinate and evaluate implementation, change will not and cannot occur. The Committee strongly recommends that the Mayor and City Council establish a Commission for Children, Youth and Their Families to act as a focal point within the city to: coordinate and evaluate efforts to serve children, youth and families; advise the Mayor and City Council on issues related to children, youth and families; and, listen to and advocate for children, youth and families both within the city structure and the community.

As the Committee on Children, Youth and Families reviewed both Los Angeles City operations and national structures, it became clear that the complex and multi-faceted issues affecting children, youth and families demand a structure that is currently lacking, including: 1) a focal point for the review of issues relating to children, youth and their families in the city; 2) a mechanism to facilitate and foster internal coordination among city departments on policy, funding and programming issues relating to children, youth and families; 3) a focus for intergovernmental coordination and advocacy with the county, other cities, schools, and the state and federal governments on issues related to children, youth and their families; and, 4) a convener and facilitator to enhance youth participation in city government and to promote leadership development.

The Commission would advise the Mayor and City Council of the needs, concerns and problems of children, youth and their families and be responsible for concrete coordination, planning and evaluation. It would incorporate the Mayor's Office of Youth Development and the Child Care Coordinator position and assume the responsibility for the Child Care Advisory Committee and the Mayor's Advisory Committee on Child Care.

COORDINATE

- Coordinate and monitor the development of the Neighborhood Networks4KIDS (*recommended in this report*), setting guidelines and standards for their operation and helping to remove policy or bureaucratic barriers to their success.
- Convene city departments and agencies (*the Interdepartmental Team4KIDS recommended in this report*) on a regular basis to coordinate programs in a

HOW DO WE MAKE IT HAPPEN?

way that avoids duplication and improves outcomes for children, youth, and their families.

- Create a Youth Council; annually convene a joint meeting of the Commission and Youth Council.
- Promote coordination between the city, county, Los Angeles Unified School District, the federal government and other educational and governmental entities, national, state and local associations and/or organizations, parents' groups and community-based agencies concerned with children, youth and their families.
- Provide technical assistance to city departments and community organizations by serving as a clearinghouse on possible funding sources and assisting departments in coordinating grant applications.
- Recommend to the Mayor for appointment, the city's representative to the Los Angeles County Children's Planning Council.

PLAN

- Develop a coordinated planning process for children, youth and their families within the City of Los Angeles and ensure that programs provided by the city are of a high quality.
- Leverage funds, facilitate collaborative agreements, and provide oversight and accountability, as appropriate, for funds received through collaborative efforts.

EVALUATE

- Monitor the implementation of the City Children's Policy and the City Child Care Policy; periodically review and make recommendations to the Mayor and Council on changes as appropriate; and, develop other policies as appropriate, and monitor the implementation of these policies.
- Monitor adherence to the *Guidelines for a Family-Friendly City*.
- Develop, analyze, and maintain data related to children, youth, and families including demographics, public and private sector services and children's funding issues.
- Recognize outstanding accomplishments on behalf of children, youth, and families.
- Submit an annual report on Commission activities to the Mayor and the City Council at the end of each fiscal year.

IMPLEMENTATION STRATEGIES: MECHANISM TWO

NEIGHBORHOOD NETWORKS4KIDS AND INTERDEPARTMENTAL TEAM4KIDS

The Mayor's Committee on Children, Youth and Families recommends that *Neighborhood Networks4KIDS and a policy level Interdepartmental Team4KIDS be established* as the tools to effectively meet the vision and goals outlined in this report. While it is envisioned that the Networks4KIDS and the Team4KIDS will be coordinated and monitored by the Commission for Children, Youth and Their Families, the committee recommends that implementation begin immediately under the leadership of the Mayor's office and in close collaboration with each City Council member.

PURPOSE

The Neighborhood Networks4KIDS will bring together the public and private sectors to create a collaborative, team approach to strengthening neighborhoods. The focus will be on: 1) increasing utilization and coordination of city, county, school and community resources and facilities; and, 2) involving community residents, including youth, in building a stronger local infrastructure for problem-solving and improvement of the quality of life.

The immediate purpose of the Networks4KIDS is to ensure that *every child and adolescent has something to do, someone to do it with and a safe place to do it*. The committee recognizes that there are many other aspects to building safe and healthy communities that support and nurture families and children. However, focus is placed on these three because the municipal responsibility is clear, virtually all city departments have a role to play, and, simple as they sound, they have far-reaching consequences for both young people and the community.

Building on the concept of community-based policing and the Community Impact Teams developed by the city, as well as the work begun by the committee in six communities during the summer and fall of 1994, the Neighborhood Networks4KIDS will work to ensure that a full range of activities and services are available to families, children and adolescents. The Networks4KIDS will build on existing strengths and structures in each neighborhood, with the recognition that the goal guiding all staff and programming is to strengthen the fabric of the neighborhood.

LEADERSHIP

The key city government participants in each Network will include, local representatives with decision-making authority from Recreation and Parks, Library,

Cultural Affairs, Housing Authority, Housing Department, Los Angeles Police Department, Community Development Department (Human Services and Neighborhood Development, Youth Employment Services, and Industrial and Commercial Development), the City Child Care Coordinator, LA's BEST, Community Redevelopment Agency (where appropriate) and Los Angeles Neighborhood Initiative (where appropriate). Each Network should also include representatives with decision-making authority from the appropriate council district office, Los Angeles Unified School District high school, feeder schools, or school cluster, local business groups, economic or community development organizations, private youth-serving organizations, religious institutions, parent or resident groups, youth groups, and relevant county offices. Leadership of each Network should be selected by and from its membership.

IMPLEMENTATION

Developing programming with and around other resources in the community will require new flexibility for local city staff. Working collaboratively with people from other disciplines requires training and technical assistance, as well as a shift in management expectations. Support for creativity, initiative, and collaboration is essential throughout the system.

"I attended the Youth Participation: Building Strong Communities with Youth conference in Bridgeport, Connecticut. It was interesting to hear about the programs and services being developed for youth across the country. All of the programs we heard about had a similiar theme - relationships, leadership, relevance and responsibility. It is encouraging that so many communities are beginning to incorporate the experience and knowledge of their youth into program planning and development." - Leticia Ayala, Youth Representative

To assist local personnel in overcoming policy and program issues that may arise as they implement and coordinate the Neighborhood Networks4KIDS, the committee recommends that an **Interdepartmental Team4KIDS** be established and begin work immediately under the direction of the Mayor's office (until the Commission is established) and in close collaboration with each City Council office. The Interdepartmental Team4KIDS will work on an on-going basis with the Commission, and would include general managers, or their designees from the following: Recreation and Parks Department, the Library Department, the Community Development Department, Cultural Affairs, the Police Department, the Community Redevelopment Agency, the Department of Transportation, and the Housing Authority of the City of Los Angeles.

The immediate charge of the Interdepartmental Team4KIDS will be to create the Neighborhood Networks and assist them in becoming successful. The Team4KIDS should identify between six and fifteen neighborhoods for Network implementation. This process should build on the areas that worked with the Mayor's Committee during 1994. Other areas chosen, with the assistance of City Council offices, should include communities where existing public facilities and resources are less available so that models of collaboration can be designed that will benefit communities that have been historically underserved.

Because of the great diversity of the neighborhoods of Los Angeles, flexibility will be needed in determining the geographic areas to be served by the Networks4KIDS. The existing local planning areas, the LAUSD school cluster

areas and the County Children's Planning Council's new efforts at defining Communities FOR Youth should all be taken into consideration, along with the existing regional boundaries of the various city departments. The Network areas should be kept as small as is practical, to ensure maximum resident and youth participation.

The Neighborhood Networks4KIDS should become a local focal point for identifying and attracting new resources as they become available, with assistance from the Interdepartmental Team4KIDS and eventually the Commission. All possible resources for the work of the Networks should be explored vigorously. The areas should be identified in order to take full advantage of opportunities for leveraging city resources offered by the crime prevention and community school elements of: the federal Crime Bill, Los Angeles County Children's Planning Council Communities FOR Youth, State Juvenile Crime Prevention, Family Support, and local businesses.

STAFFING AND INCENTIVES

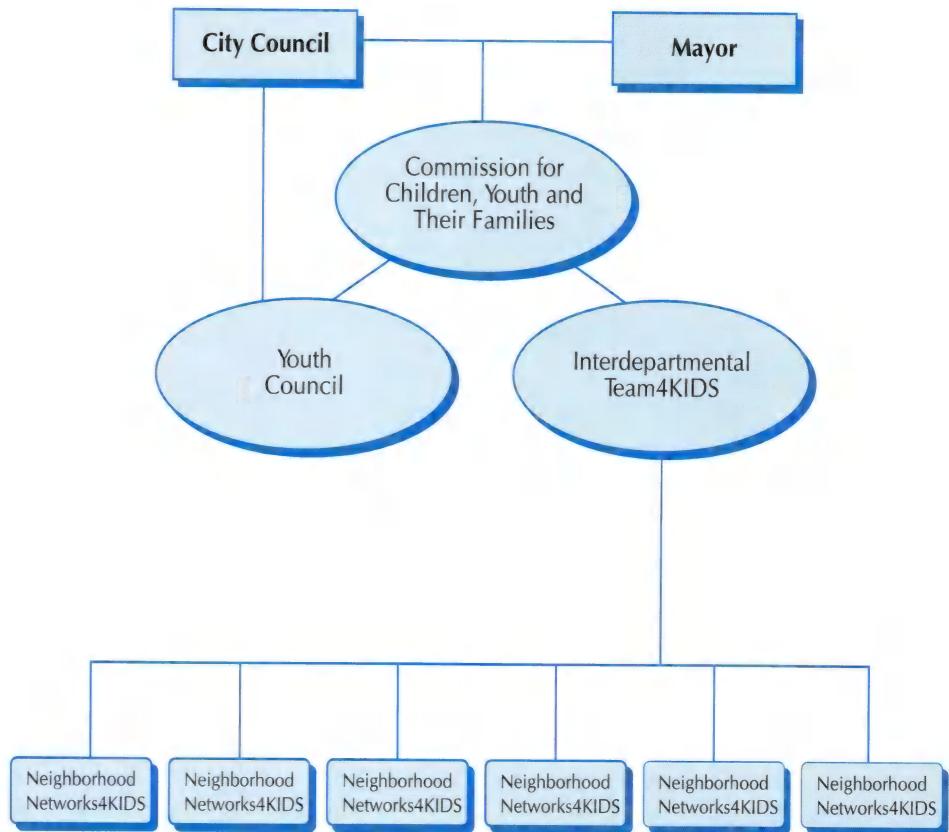
One of the major purposes of the Neighborhood Networks4KIDS and the Interdepartmental Team4KIDS is to create a unified approach to the neighborhood's needs, drawing resources available into a collaborative effort to meet a common goal. Collaboration and community-building require incentives as well as experienced staff to facilitate the process and to identify and resolve policy and other systems issues. Dedicated staff time (.5 full-time employee) and available technical and facilitation assistance, which can be utilized as needed, should be made available to each Neighborhood Network.

Each Network should develop long- and short-term goals. It is essential that each Network develop specific collaborative projects and new approaches to service that can begin within the first six months of operation. As an incentive, \$10,500 should be made available to each Network for program expenses in addition to the staff and technical assistance resources that will be coordinated by the Mayor's office and the Interdepartmental Team4KIDS.

The Mayor and City Council should commit to a goal of creating networks that encompass every neighborhood in the City. Based on the experiences of the first six - fifteen Networks, the Commission on Children, Youth and Their Families and the Interdepartmental Team4KIDS will develop more detailed plans for expansion to all neighborhoods.

HOW DO WE MAKE IT HAPPEN?

ORGANIZATIONAL CHART





Section 5

A Youth Agenda for the 1990's and Beyond



Next Steps

NEXT STEPS

The City of Los Angeles must accept the new realities facing government and move away from traditional command-and-control, bureaucratic approaches to solving problems at the local level. Change requires good management, rational choices between alternatives, and careful control of costs; it also requires a sense of purpose, a shared vision, and a common set of values to guide the operations of collaborative efforts. It requires an appreciation of collaboration, awareness that the public and private sectors depend on one another, and acceptance that they share the responsibility for creating and addressing social problems.

Recognizing the city's precarious budget situation, the committee has made a series of recommendations which require only a very modest amount of start-up funding. We strongly believe that communities would benefit from a greater investment in its children. Spending \$250 a year per child simply is not enough of an investment for this generation.

We leave to the Commission and Networks the job of leveraging and advocating more of an investment for our city's current and future children and youth. This report represents a beginning to many challenging tasks we have ahead. It outlines recommendations for the Mayor, City Council members, city departments, businesses and all residents of this city. It is a youth agenda for the 1990's and beyond - because the challenges facing young people today demand that we rethink the way we look at them, meet their needs and prepare them for the future.

SUGGESTED BUDGET RECOMMENDATIONS FOR THE COMMISSION FOR CHILDREN, YOUTH AND THEIR FAMILIES

Total Cost for Commission for First Year	\$501,692
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Salaries - General

The committee has identified the need for 8 staff positions to effectively perform the work of the Commission. Of the 8 positions requested, 4 are being transferred from other departments (one from Personnel and three from the Mayor's Office of Youth Development). The balance of the four positions are new to the city.

The cost of these 8 positions is \$391,231 for fiscal year 1995-96. Of this amount, \$269,934 will be transferred from the Mayor's Office and Personnel Department.

Expense

\$64,250 in expense account moneys are requested, \$12,000 is requested in Office and Administrative Expense to purchase office supplies. \$22,000 is requested in Printing and Binding Expense to pay for the printing of various guides, brochures or aides on children's services. A Travel Expense account of \$2,000 is requested to pay for attendance at meetings, conferences and retreats on children's policy issues. \$8,250 is requested to purchase standard software for computer equipment.

Equipment

\$46,211 in equipment items are requested. This includes \$28,000 for computers and printers and \$24,994 for office furniture and equipment. The requested funds for furniture and equipment are one time only start-up expenses.

SUGGESTED BUDGET RECOMMENDATIONS FOR THE NEIGHBORHOOD NETWORKS4KIDS

Total Cost per Network for First Year	\$35,000
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Salaries - General

The committee has identified the need for a half-time staff position per site to effectively perform the work of the Neighborhood Networks. The cost is \$17,500 per site/per year. In addition, the committee has identified the need for a part-time (one day per week) technical assistance resources to coordinate training of staff and identify policy barriers to successful implementation. The cost is \$7,000 per site/per year.

Expense

As an incentive, \$10,500 should be made available to each Network site for program expenses.



Section 6

A Youth Agenda for the 1990's and Beyond



Appendix

HISTORY OF THE CITY'S FOCUS ON CHILDREN

The City of Los Angeles has long been in the forefront of policy issues that have a direct impact on the quality of life for children, youth and their families. Over the last twenty years the Mayor and the City Council established various offices, committees, and boards that address issues related to children.

The **Mayor's Advisory Committee on Child Care** (MACCC) is made up of volunteers who work in the fields of child care, education and child welfare. Since 1973, it has sponsored conferences, produced resource directories, advised the Mayor's office and city departments on child care issues and promoted the involvement of businesses and communities in meeting the city's need for child care. The founding members of that committee have blazed a trail not only for the City of Los Angeles, but for the County and State of California. They have ensured the creation of policies and procedures for child care at each level of government. They also published *Step-By-Step in Child Care: A Manual for Child Care Providers*. This document provided information on the rules, regulations and resources for providing child care service at home and on a larger scale.

Recognizing that more and more mothers were entering the work force, MACCC initiated discussions with the City Council about creating *a specific policy to guide its decisions on child care issues*. In 1986, Los Angeles was among the first cities in the nation to become actively and creatively involved in ensuring that quality child care was available and affordable for working families. As part of that commitment the City Council adopted a detailed Child Care Policy that committed it to offering employee child care benefits and to promoting the expansion and construction of child care sites as well as legislation, partnerships, expertise, resources, developer and employer incentives, planning, and land use that support child care.

To coordinate the implementation of this innovative and pro-active policy, the City Council also created the *Child Care Coordinator* position, assisted and advised by a formal Child Care Advisory Board, appointed by the Mayor and City Council. In 1989, the city opened an on site child care center for city employees and, initially, federal employees in nearby offices. The city also expanded child care services by opening full day care at recreation centers in 1986. The city's excellent response to child care issues was so successful that, in February of 1991, *Working Mother Magazine* named Los Angeles one of the five best cities for child care in the country.

In 1973, the City of Los Angeles agreed to the development of the first *Youth Advisory Council*. It was unique in the 26 major cities surveyed in 1976 in that the members were all young people (up to age 21) and it was not mandated by a

funding source, but created and supported independently by the Mayor and City Council. The Youth Advisory Council provided leadership opportunities for over 500 young people who were selected by the Mayor, City Council and current youth members. The 16-21 year old volunteers attended meetings at least twice a month for up to two years. Over the years they provided expert testimony on issues as diverse as cruising, school integration, crime, youth credit and spray paint bans. They also provided the impetus and format for the development of a wide variety of leadership development programs which have involved more than 20,000 young people.

In 1974, the emphasis on involving youth was expanded to an effort to better serve young people living in the City of Los Angeles. As part of a movement funded by the federal government a "Plan for a Youth Service System" was begun and documented. That plan included youth goals, an annual review of the city's budget, a "youth needs" survey involving questionnaires administered to young people, agency representatives and others, including elected officials, and a listing of city sponsored/funded programs for youth. The 1974 and 1975 plans recommended the development of a centralized body composed of representatives from city departments, the school district and county departments, as well as young people. This body was to have full authority to make funding decisions regarding youth for the City of Los Angeles. Although that plan was never implemented, the information gathered in the plan support similar goals twenty years later in 1994.

One tangible result of the plan was the creation of *Project HEAVY (Human Efforts Aimed at Vitalizing Youth)*. The three project boards of these non-profit agencies created by the city to have administrative and program authority over criminal justice funds were composed of representatives of the city, county, school district, youth and community residents. Project HEAVY-Central was disbanded several years ago; Project HEAVY-West continues as does Project HEAVY-San Fernando Valley which has expanded and merged and become New Directions for Youth.

The Youth Advisory Council, leadership development programs and the plan for the youth service system were the responsibility of the *Mayor's Office of Youth Development*, created in 1974 as the Youth Programs Office. The office was disbanded in 1993 in anticipation of a new thrust and direction from Mayor Richard Riordan. Former members will be pleased to know that the current Mayor's plan includes the creation of a youth council. The Project HEAVY(s) were created by the Mayor's Criminal Justice Planning Office which continues to provide leadership, training, funding and administration in the area of criminal justice, especially juvenile justice.

Education has not been neglected by the city; despite having no legal authority in public education. The city provided a mediator role in the most turbulent

years of school integration. A committee of city, county and school officials, community and civil rights leaders was created to provide leadership in responding to those issues which impacted the community (i.e. traffic, housing patterns, civil disobedience). Support for student efforts in all areas is demonstrated by the numbers of student groups formally recognized by the Mayor and City Council. Efforts have been made to provide city facilities and to support public/private partnerships to continue sports and cultural programs. A *Mayor's Advisory Committee on Education* was established in 1975. It has provided an informal bridge between the school district, teachers and parents. It is most recognized as the group which created the "Apple Awards" to highlight the special efforts of educators to serve our children. These awards are tangible evidence of the city's support of those who educate our children.

In 1987, the Mayor proposed that each city employee be given time off during their business day to volunteer in our public schools. However, this proposal did not pass. In 1995, the ability of employees to devote up to 8 work hours a month to volunteer service for young people became law. Compensation for this time is allowed, but not required.

In 1988, L.A.'s BEST after-school enrichment program was established, creating an innovative partnership that continues to address the needs of school-age children for after-school enrichment. (This program is featured in the main body of this report).

In 1989, in response to the alarming rise in youth deaths and violence the City Council allocated \$1.8 million of general funds for projects targeting violence reduction. The City Council also mandated the development of a *policy on youth at risk* in 1989. Also, that year and in 1990, an attempt was made to identify how much money the city was currently spending on youth related activities. This budget review was expanded in 1990 to include programs, policies and activities of the city which directly affect children. A coalition of city employees and youth experts worked with the recognition that **every child is potentially at risk** of not developing to his or her full potential.

Under the leadership of Council Member Richard Alatorre a broader, more visionary children's policy outlining the rights of all children and setting goals for the city was adopted by the City Council in October, 1991. The Children's Policy -" *A Better LA for Kids*" - acknowledges that although all city decisions affect children, this population seldom participates in the decision-making process or are even considered during it. The Children's Policy calls on all departments to collaborate and take action, but does not create a mechanism with the authority or multi-disciplinary expertise to ensure implementation. It called for the creation of a Children and Youth Advocacy Commission. This body was never activated.

In 1993, the City Council created an *Ad Hoc Committee on the Prevention of Violence in Schools*, chaired by Council Member Mike Hernandez. The recommendations of that committee were forwarded to the Mayor's Committee on Children, Youth and Families, created by Mayor Richard Riordan in October of 1993, to identify what the city was currently doing for young people and families and to then make a series of recommendations for improvement.

These and other efforts provide a strong foundation for the city to build on as it seeks to enhance the safety, health, and development of its children, youth, and families.

A SNAPSHOT OF LOS ANGELES CHILDREN, YOUTH AND THEIR FAMILIES

The road to becoming competent, caring adults is difficult, and even young people who stay out of trouble may not be developing all the skills and attitudes they need to succeed. The developmental needs of children change with each phase of life, and the extent to which these needs are appropriately met in each phase greatly influences later development and can even affect how the brain functions or the tendency toward violent behavior. To promote full, positive development of our youth, we must focus on the support, activities and opportunities that help young people to have a clear sense of:

- Safety and structure in their lives
- Belonging and membership
- Self-worth and ability to contribute to the community
- Independence and control over their own lives
- Closeness and several good relationships
- Competence and mastery
- Awareness of themselves and their culture

It is essential that the city's policies be grounded in the realities facing children, youth and their families today, rather than on stereotypes or myths perpetuated by the media, fear or nostalgia. The neighborhoods and families in which young people are growing up have fundamentally changed, and the supports that other generations took for granted are often absent. More than half of our children will live with a single parent sometime during childhood. *Two-thirds of mothers in Los Angeles are in the labor force, and more than half of them returned to work during the first year of a new baby's life.*

Every day, working parents face the dilemma of having to ensure that their children are appropriately cared for and supervised. At no time in our history have our neighborhoods had fewer adults at home during non-school hours. Without the extended networks of family and community support, many families have no available alternatives to allowing their children to care for themselves, which may mean that they spend several hours a day without supervision. In fact, the Carnegie Corporation found that *most adolescents have at least 40% of their waking hours free*. According to the Journal of Drug Education, middle school 'latchkey' children are four times more likely to have gotten drunk in the prior month than supervised peers; and they were six times as likely to use marijuana.

Teenagers today are also much less likely to spend time with their parents: each week, teenagers spend about four hours interacting with their parents compared with twenty-three hours watching television. Without community support, children in areas most vulnerable to drugs and crime are more likely to heed the negative influences of the street and drop out of school or become involved in crime.

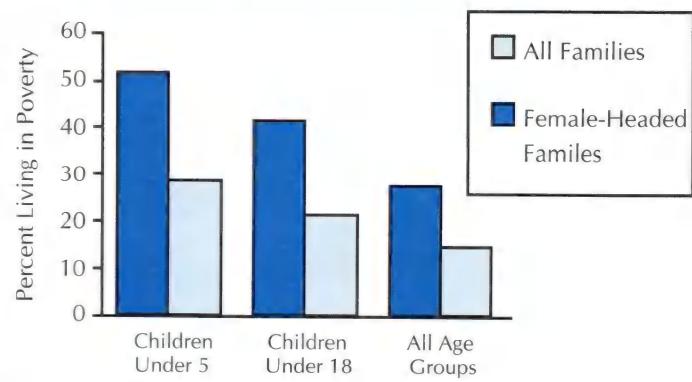
Caring, consistent child care or after-school enrichment programs can decrease stress and strain in the family, increase worker productivity, and enhance children's healthy development. The city has many excellent programs that meet these needs, however more are needed. Research has shown that the best prevention programs — whether they seek to prevent crime, violence, drug abuse or teen pregnancy — offer young people safe, supervised activities, opportunities for growth and strong relationships.¹

FAMILY ECONOMICS

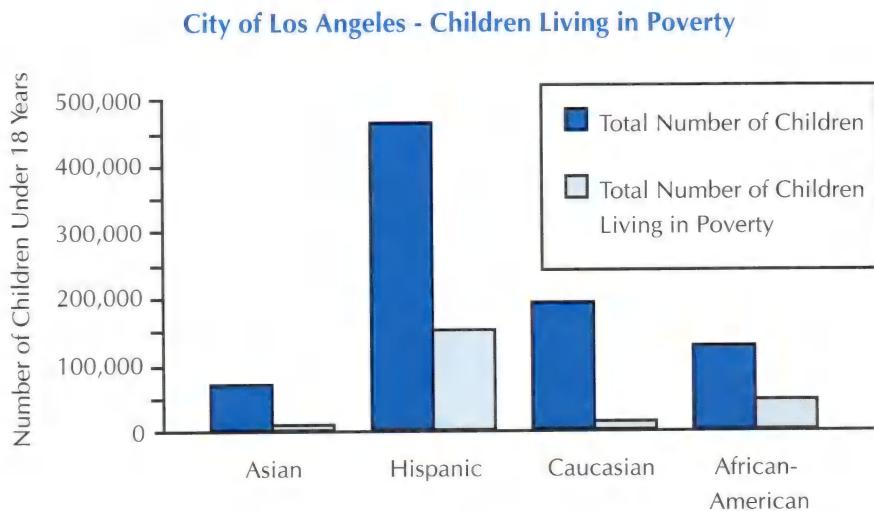
Lack of economic security exacerbates all of the other problems families face. It also limits the options available to children. *More Los Angeles children are living in poverty today than at any time since 1965*. While children under eighteen represent one-quarter of the city's population, they constitute more than one-third of the poor. Most striking is the level of poverty in female-headed households with children. More than half of Los Angeles children under five who live in female-headed households live in poverty.

Hard-working parents in full-time, minimum wage jobs have to find a second income to lift their families out of poverty (full-time minimum wage = 61% of the poverty level for a family of four). This, in turn, puts extra strain on the family and decreases the time par-

Los Angeles Families Living in Poverty



ents can spend supervising their children. As the chart illustrates, the burdens of poverty in Los Angeles fall disproportionately on children and families of color.



More than half of the renters in the city spend 30% or more of their income on rent. A renter in Los Angeles is twice as likely to spend 30% or more of monthly income to cover housing costs than a homeowner. According to the Department of Housing and Urban Development, housing costs should consume no more than 30% of a family's monthly income. Particularly in lower- and moderate-income families, spending this much on basic housing costs severely limits the availability of funds for other essentials, such as food, medicine and child care.

DIVERSITY

Los Angeles is now a city with no racial or ethnic majority group. This is both its strength and its challenge. Its challenge is to lead the rest of the world into the new reality of a global, multi-ethnic society. As the composition of the population shifts, new political, economic and social forces change the face of neighborhoods and entire sections of the city. These changes force many people to make difficult adjustments, and sometimes cause understandable friction among groups. *Every policy, program and staffing decision made in City government must be responsive to these realities.*

- Half of the population residing in Los Angeles over the age of five speaks a language other than English at home.
- Nearly one-third of the population does not speak English “very well.”

In many families, children speak better English than their parents and often act as their interpreters. Almost 1 in every 4 Los Angeles residents lives in “linguistic isolation,” which by census definition means that no person over the age of 14 living in the home speaks English “very well.”

Of course, many people who speak English as their primary language also speak Spanish or another language as well. **Los Angeles may be the only major U.S. city in which more than half of the population speaks two or more languages.** This is something that most major European cities have long boasted, and it positions Los Angeles particularly well in the international marketplace.

The new realities of the changing population also challenge the traditional ways of counting ourselves. The census categories of "Hispanic" and "Asian/Pacific Islander" are aggregations of people of many diverse cultures and languages and should not be seen as monolithic groups with a single identity or cultural point of view. Further challenging the traditional picture of children, youth and their families is the increasing rate of inter-ethnic and cross-cultural marriages. It is difficult for a growing number of children to fill out their school and other official forms, given that their heritage does not fit neatly into one of the listed boxes. New data collection methodologies must be developed to reflect these new realities and respect the identities of the children of Los Angeles.

CRIME AND VIOLENCE

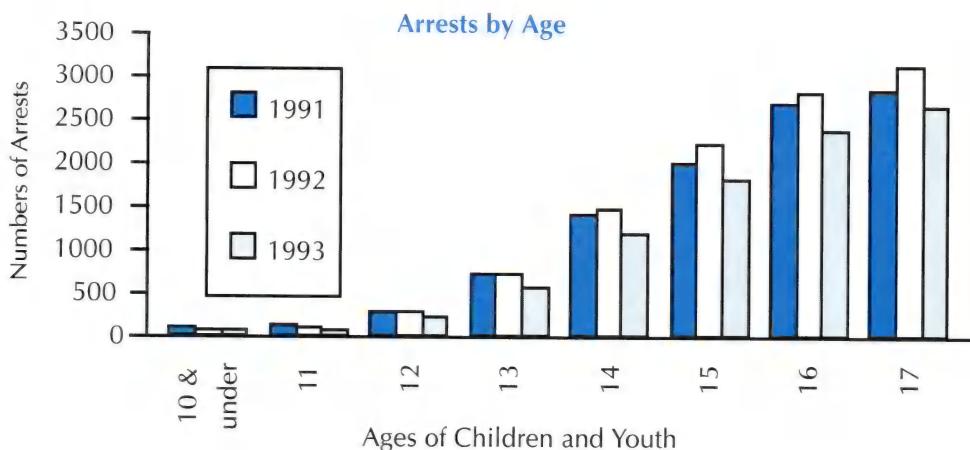
Today's children live with fear unlike that known in previous generations. Each week during 1993 in the City of Los Angeles:

- 1 child was murdered
- 3 children were kidnapped
- 9 children were raped
- 6 children were victims of other sex offenses
- 97 children were robbed
- 130 children were assaulted with a deadly weapon
- 664 incidents of domestic violence were reported

Children under eighteen are much more likely to be the victims of crime than its cause. Such crime exacts a heavy toll, and young victims all too often grow up to become adult criminals. The experiences of childhood are powerful teachers. We must address the lessons learned by children early in life if we are to prevent the crimes committed by young adults. It is not known how many of the 664 reported domestic violence incidents included juveniles either as victims or as witnesses, but it is clear from the statistics that violence in the home is a major contributor to young people engaging in violent behavior.

While acknowledging that the numbers are still far too high, the city should applaud the fact that gang violence and juvenile arrests for felonies and misdemeanors were significantly lower in 1993 than in either 1991 or 1992. Although the media sensationalize juvenile crime, in reality, most violent crime is committed not by juveniles, but by young adults between the ages of eighteen and

twenty-five. In Los Angeles, young adults in this age range are more than twice as likely to be murdered than to die from any other cause.²



HEALTH

Public health services for Los Angeles City residents has been provided by the county for more than two decades. Nonetheless, the health status of the children of Los Angeles is of concern to the city and is affected by its actions. Most county rates are probably representative of the city's population and are therefore included herein.

Countywide, less than half of two-year-old children are fully immunized, protecting them from preventable diseases. Research supported by the Centers for Disease Control and Prevention shows that the immunization rate in some specific Los Angeles City neighborhoods is as low as 25%.

Among people age 25 to 34, AIDS is the leading cause of death in Los Angeles County. Since this disease has an incubation period of up to ten years or more, it is likely that most of the people who die from it in their 20s and early 30s first contracted the virus during their teens.

The percentage of births to teenage girls under 18 has been about the same throughout this decade — 4.5% of total births in the county³. While the rate of teenage births is not as high as it was during the 1950s, the rate of births to unmarried teens has grown substantially. Furthermore, increasing numbers of births to young teenagers (under 15 years old) has been identified as an area of major concern in the county.

Out of the more than 250 ZIP codes in the city, four account for more than 15% of the births to girls 10 to 14 years old. (The areas are 90011, 90026, 90037 and 90044.)⁴ *Attention must be given to the level of community supports for families in these areas.*

EDUCATION AND TECHNOLOGY

Responsibility for education in the City of Los Angeles is with the Los Angeles Board of Education, which is a separate government agency. Next to New York City, the Los Angeles district (LAUSD) has the second largest student population in the country. An estimated 85% of the students enrolled in LAUSD schools and centers are residents of the City of Los Angeles; these statistics reflect the educational progress and needs of our city.

The total enrollment in the fall of 1993 was 792,239. Kindergarten through 12th grade enrollment was 639,687, with the remainder attending community adult schools, occupation centers and pre-school children's centers.

Despite the 13% drop-out rate in the high schools and 5% rate at the middle schools, 43% of Los Angeles students complete the "a-f course requirements" for college admission, as compared with the state average of 23%. The percentage of graduates who enrolled at four-year University of California or California State University campuses was 18% versus 14% for the state.

New information technology is altering the way our children learn, the substance of what they will need to learn, and the world they will graduate into. Whereas unskilled and manual labor once provided a living wage for a family with little education, these kinds of jobs are disappearing and being replaced by jobs that demand a new kind of literacy — both the ability to read, write and calculate, and an understanding of information technology and computers.

- 66% of Los Angeles residents over the age of 25 have graduated from high school, and 20% have graduated from college or graduate school.
- Of the 33% of the population who have not graduated from high school, more than half have less than a ninth grade education. In the changing job markets of today and tomorrow, these people are likely to be left behind.

Unfortunately, the current realities do not offer equal access to technology education to all of our children. Although California has been in the forefront of the new information technologies, the state ranks 49th in computers-per-student in the schools. National statistics show that 48% of households with children whose family income is \$50,000 or more have a child using a personal computer, while only 7% of households that have family incomes under \$20,000 do⁵. The challenge of moving to equalize access is an important goal for the schools and the City of Los Angeles. Exposing children and families to new technologies through City information systems such as kiosks and libraries can also be an effective education tool.

**Comparison of Child and Family Characteristics
City of Los Angeles, California and U.S., 1990**

Characteristics	City of Los Angeles	California	United States
Total Population	3,485,398	29,760,021	248,709,837
Total Families with Related Children	422,754	679,098	33,563,660
Population under age 18	863,277	7,750,725	63,669,727
	24.8%	26.0%	25.6%
Family Type (with own children under 18)			
Married Couple	68.8%	74.9%	76%
Female Householder, no spouse	23.3%	19.1%	20.4%
Male Householder, no spouse	7.9%	5.9%	3.6%
Below Poverty Level			
Families with related children under 18	22.2%	14.2%	15.5%
Children under 18	27.3%	17.8%	17.9%
Children under 6	27.8%	19.1%	20.0%
Source: 1990 Census			

PROGRAMS AND PARTNERSHIPS THAT WORK

The survey of department policies, priorities and programs identified many dedicated and creative staff and positive examples of effective programming supporting children, youth and their families in the City of Los Angeles.

LOS ANGELES POLICE DEPARTMENT

In December of 1993, Chief Willie Williams reported to the Mayor's Committee on Children, Youth and Families that he had reorganized two sections of the Police Department which directly impact children and youth. Juvenile issues which had previously been spread around the department were consolidated into the Juvenile Group. This coordinated approach ensures a comprehensive strategy that addresses issues of violence committed by and against juveniles and also highlights the positive programs provided by the department and its officers during paid and volunteer time.

Jeopardy

This program exhibits the Police Department's commitment to aggressive pro-active intervention and its determination to reduce juvenile crime in the City. It is designed to identify all juveniles at risk of becoming gang members and provide referrals to alternative positive activities. It alerts parents to their child's actions and/or associations in gang membership.

Safe Return to School, Safe Harbors

These programs provide law enforcement patrol where juveniles congregate and safe "corridors" to school and other public places during high use hours.

Summer Safe Parks

Includes establishing a liaison with recreation sites, training of recreation staff on safety issues, assigning reserve officers to recreation events (in addition to regular officers), increasing traffic patrol, and including recreation staff and issues in Neighborhood Watch meetings..

School Car Program

The program is a partnership between the Police Department and the Los Angeles Unified School District and involves uniformed officers, assigned to the Detective Juvenile Coordinator, whose primary duties are to maintain a visible presence around schools, recreation centers and other public places. The 'school cars', assigned to school routes before and after school, patrol recreation centers, meet with community members and others on youth issues and serve as liaisons and mentors to the community.

CULTURAL AFFAIRS DEPARTMENT

CityHearts

A program of dance and drama for skid row youth and first offenders referred directly from the juvenile courts. The site is in the skid row area; created and initially funded and staffed by a couple who were juvenile public defenders.

Inner City Arts

Through daily classes, workshops and performing opportunities in the arts, City Hearts provides positive role models, enrichment and motivation encourage children to be productive and creative. The program works to break the cycle of poverty, neglect and delinquency that negatively impact children's lives.

Music Center Education Program

This outreach effort offers numerous in-school and community touring programs, providing entertainment and educational experiences in the arts for young people and adults. Schools and community organizations choose from a variety of programs, including dance companies, music ensembles and theatrical presentations.

St. Elmo's Village

The Village, located within the inner-city, nurtures creativity, self-awareness, understanding and cooperation through workshops, festivals and murals. The program strives to bring people together through the arts.

LIBRARY DEPARTMENT**Grandparents and Books**

Grandparents and Books is an intergenerational program in which trained older adult volunteers of diverse cultures and languages read aloud and listen to children read in the library. The program emphasizes the pleasure of reading and helps in reading and language skill acquisition. GAB provides children with an after-school activity and a relationship with a caring adult.

Homework Centers

The Homework Centers help young people (K-12th grade) to be successful in school by developing reading, math, computer and study skills which lead to improved academic performance. Full scale computer Homework Centers, with paid assistants, have been established in nine libraries. Mini-homework centers are operating in 21 branches.

Reading Club

Children's Librarians in all branches and in Central Library present a special reading program for children out of school for the summer or off-track in year-round schools. The non-competitive program seeks to make reading fun, letting children discover the joys of reading while improving their skills.

Reader's Advisory—Booklists

As an outreach component of Reader's Advisory (connecting youth with books appropriate to their needs) bibliographies are published and disseminated widely. Multicultural books, grade-appropriate lists, and subject-directed lists promote the diverse collections of the Los Angeles Public Library.

RECREATION AND PARKS DEPARTMENT:**ARCO and L.A. Clippers**

ARCO and the Los Angeles Clippers have teamed up with the Department of Recreation and Parks to enhance the lives of young people through the "Neighborhood PRIDE" program. Neighborhoods will be provided with a refurbished outdoor basketball court and basketball clinics with clippers players.

Coca-Cola and Dodgers

Coca-Cola and the Los Angeles Dodgers are working with the Department of Recreation and Parks to provide a baseball field in an economically disadvantaged neighborhood.

COMMUNITY DEVELOPMENT DEPARTMENT

Community Service Center

This program, operated in conjunction with the Housing Authority of the City of Los Angeles, provides a wide array of service for youth ages 6-21 and their families in five public housing developments. Services are designed to prevent or reduce involvement with gangs and drugs and to increase academic performance. Other city departments provide on-site activities, including Cultural Affairs' successful artist in residence program.

Summer Youth Employment and Training Program (SYETP)

Each year the city hires and places over 13,000 young people in jobs during their school vacations. In addition, Academic Enrichment programs are provided to improve basic reading and math skills, develop job seeking skills and assist young people to make the connections between work and learning. Special SAT preparation workshops are also provided.

Absent Parent Program

This program, which operates in conjunction with the District Attorney's office, is designed to increase child support payments from absent parents. It provides peer counseling, parenting skills, job training and job placement for parents who are delinquent in child support payments.

Youth Advocacy Program

Emphasizing prevention and treatment over punishment, the Youth Advocacy Program provides a wide array of services for youth ages 6 to 17 and their families. Services, which are provided through a network of community-based organizations, include community mobilization, individual and family counseling, parent education and support, youth development and employment. The program operates in conjunction with the Los Angeles Police Department's Juvenile Referral Program, and the City Attorney's Parenting Program.

Youth Opportunities Unlimited (YOU)

YOU is a full-service center for youth education, counseling and job training in South Central Los Angeles. Outstanding components include an alternative high school with on-site child care and the Retail Management Institute's College Incentive Program.

OTHER/JOINT PROJECTS

Anti-Litter Program

Public Works: Bureau of Street Maintenance

In response to the increased amount of debris on the streets, the Anti-Litter Program was implemented in 1992 as a pilot program in the Wilmington Area. A presentation entitled, "Clean Neighborhood R Us" was made to grade school children and educational

materials were distributed. The school principal, as well as community organizations have remarked that the neighborhood has been significantly enhanced since the program was initiated and that local pride and empowerment over the appearance of the neighborhood has developed.

Clean and Green

Department of Public Works
Los Angeles Unified School District
Los Angeles Conservation Corps

The Los Angeles Conservation Corps provides employment opportunities for youth by having them enhance and beautify the City's environment through eradication of graffiti, removal of litter, planting and maintaining trees and other public purpose projects. Clean and Green helps youth participate in positive group activities and gives them an opportunity to perform meaningful community work and get paid. The program is funded by the Department of Public Works.

Community Impact Teams

Community Impact Teams are composed of representatives of various city and county agencies and residents of local communities who work together to create clean and safe neighborhoods with positive educational, social and recreational activities for children and families.

Electronic Information Magnet High School Program

Los Angeles Public Library
Los Angeles Unified School District

The Electronic Information Magnet High School Program enables high school students to develop life long research skills. The program draws upon today's new electronic technologies and the vast array of resources available at the Los Angeles Central Library. Eligibility includes academic background, interest in computers, research, evolving technologies, and interest about the university. Approximately 120 ninth and tenth graders participated in the first year.

Youth Service Academy

Department of Water and Power
Los Angeles Unified School District
City of Los Angeles

The mission of Youth Service Academy is to prepare students for success in school and employment. Students receive on-the-job training at City worksites under the auspices of the Personnel Department and attend vocational education classes provided through the Los Angeles Unified School District. The classes are specifically designed for the Youth Service Academy program and are a state approved curriculum. Youth are required to participate in community service and maintain good attendance at school. Funds for the program are from the Department of Water and Power and the Community Development Department.

EFFECTIVE CITY PROGRAMS FOR CHILDREN, YOUTH AND FAMILIES ACROSS THE NATION

The Mayor's Committee identified many city programs throughout the nation that are effectively addressing the needs of children, youth and families and are developing strategies to meet the changes of the 1990's.

New York, New York

In New York City, the Beacons school-based community centers, which are funded by re-deployed public safety dollars, have become a national model of city/school/community partnerships for neighborhood revitalization. Beacons represent a commitment of the city to providing significant resources to local community organizations to build services and activities for youth in neighborhoods and schools. The Beacons initiative addresses the critical need of young people for safe, structured environments in the hours they are not in school and strengthens schools as cornerstones of stability and opportunity in needy neighborhoods. The 37 Beacon sites each have a Community Advisory Board of local residents and resources for technical assistance.

San Francisco, California

In San Francisco, voters passed an initiative in 1991 that sets aside a certain portion of the consolidated City/County budget for funding children's services. A Collaborative Planning Committee, consisting of neighborhood representatives, department managers, community advocates and School District representatives was established to assist in the planning and prioritizing of children and youth services. They have developed a Vision Statement, Guiding Principles and an Annual Children's Services Plan. Financial incentives are helping to replace competition with new relationships in which agencies work together, develop mutual trust and improve service delivery.

Austin, Texas

The overall goal of The Austin Project is to ensure that residents of low-income communities are able to fully participate in the social and economic mainstream of the community. The Project drew on a concentrated efforts by public and private organizations and residents to identify community needs and causes of negative outcomes and to develop recommendations for improving services and supports for children and families. A detailed economic and neighborhood development plan was created in 1994. Because of the large investment needed, implementation efforts are concentrating initially in the three neighborhoods which report the worst outcomes on a range of social and economic indicators.

Fort Myers, Florida

In Fort Myers, police have documented a 28% drop in juvenile arrests since 1990 when the city began the STARS - Success Through Academics and Recreational Support - program for young adolescents. As part of its support for the program, the city built a new recreation center in the heart of a low-income community and committed new resources to the recreation staff. Mayor Wilbur Smith states that the city "totally committed itself to using recreation and academic support as the vehicle for combating violent juvenile crime, and I can tell you that it works."

Minneapolis, Minnesota

In Minneapolis, the Youth Coordinating Board is creating Neighborhood Learning Centers where family support services, child care, kindergarten, and health services are accessible to all residents in an atmosphere that helps them to develop local connections and leadership and to create a sense of extended family in their neighborhoods.

THE COMMISSION FOR CHILDREN, YOUTH AND THEIR FAMILIES

As the Mayor's Committee on Children, Youth and Families reviewed both Los Angeles City operations and city structures nationally, it became clear that **the complex and multi-faceted issues affecting children, youth and families demand a structure to fulfill at least four functions that are currently lacking:**

- A focal point for the multi-disciplinary review of issues relating to children, youth and their families in the city.
- A mechanism to facilitate and foster internal coordination among city departments on policy, funding and programming issues relating to children, youth and families that involve more than one department.
- A focus for intergovernmental coordination and advocacy with the county, school district, other cities, and the state and federal governments on issues related to children, youth and their families.
- A convener and facilitator to enhance youth participation in city government and to promote leadership development among youth.

The committee's review of the city's budget and programs showed that two-thirds of the city departments target some programming to children and youth. Except in the field of child care, there currently is no formal mechanism for communication among them concerning these programs. Almost \$215 million is expended annually on these targeted programs and better coordination of these resources is essential. Furthermore, virtually everything the city does affects children and their families in some way. Although the Children's Policy calls for one, there is currently no systematic review of what impact city decisions may have on them.

The City Council's Ad Hoc Committee on Violence in the Schools recognized the immediacy of the need for the "creation of a centralized and focused structure wherein city departments could work together to exchange information and to coordinate and realign their youth-serving and child serving programs into a comprehensive and interfacing system." This committee agrees and has worked to assure that these concerns are reflected in the Commission recommendations here.

The Ad Hoc Committee on School Violence also recommended the creation of a state and federal legislative framework. In addition to improving intergovernmental coordination on legislation, the Commission will provide a focal point for intergovernmental approaches and funding requests.

Youth participation and involvement in city government is an important part of civic education and responsive governance. For many years, there existed a Youth Advisory Council, but it has become inactive. The Commission would create a Youth Council, with members appointed by each Council Member.

Therefore, the committee recommends that the Mayor and City Council create a COMMISSION ON CHILDREN, YOUTH AND THEIR FAMILIES *as an advocate and mechanism to ensure full implementation of Council policies that relate to this population and interdepartmental coordination of planning, budgeting and programming.* In addition, a Trust Fund must be established to assist the Commission in carrying out its mission and responsibilities.

Draft Ordinance

An ordinance adding Chapter 21 to Division 8 of the Los Angeles Administrative Code to establish a "Commission on Children, Youth and Their Families"

THE PEOPLE OF THE CITY OF LOS ANGELES DO ORDAIN AS FOLLOWS:

Section 1. Division 8 of the Los Angeles Administrative Code is hereby amended by adding Chapter 21 as follows:

Chapter 21

COMMISSION ON CHILDREN, YOUTH, AND THEIR FAMILIES

Section 8.247 Establishment of Commission

There is hereby created the following Commission to be known as the "Commission on Children, Youth, and Their Families" hereinafter referred to as "Commission."

Section 8.248 Membership

The Commission shall consist of not less than nine members, each representing a specific expertise as delineated in Section 8.249, appointed by the Mayor and confirmed by the Council. Members shall serve for a term of four years unless removed by the Mayor and concurred in by a majority of the Council or by action of two-thirds of the Council alone, except that initial appointments shall be as follows: four Commissioners for a term of two years and five Commissioners for a term of four years.

Section 8.249 Qualifications

A. General Qualifications

Each member of the Commission shall be a resident of the City and shall not be an employee of the City. Members of the commission shall be chosen based on their specific expertise. All commission members should have demonstrated knowledge and experience with children, youth, and their families.

B. Category of Appointments

One member shall be selected who is at a policy-making level within LAUSD. At least one member shall be under the age of 19 at the time of appointment. At least one member shall be a parent with a child under the age of 21. The remaining members must have high-level professional experience and/or background in both service delivery and policy development related to children, youth and their families, be sensitive to and knowledgeable about the City's demography and populations, and be drawn from any combination of the following sectors:

- Health and Social Services
- Child Care
- Discretionary Time (Arts, Recreation, etc.)
- Community Facilities and Infrastructure
- Safety/Juvenile Justice
- Employment/Job Training
- Developmentally/Physically Disabled

At least three of the above members shall also have knowledge and expertise in Child and/or Adolescent Development. The youth shall be recommended to the Mayor by the Youth Council as established in Section 8.253.

C. Diversity Considerations

The Mayor shall, when submitting appointments to Council for approval, state the specific area of expertise and the related qualifications and experience of the nominee. Council shall review these qualifications as part of the confirmation process. The Mayor and Council shall also ensure that the membership of the Commission represents the ethnic, cultural, religious, gender and geographic

diversity of Los Angeles and includes a mix of representatives of business, religious, non-profit, and governmental organizations.

Section 8.250 Vacancies

Within forty-five (45) days from the date on which a vacancy occurs, the Mayor shall appoint and submit for the approval of the Council a new member or members.

If the Council does not disapprove the appointment by the Mayor of a member within forty-five (45) days after the submission by the Mayor of such appointment, the appointment shall be deemed approved by the Council. If the Council disapproves an appointment made by the Mayor, the Mayor shall make and submit to the Council for its approval a new appointment to the office involved within forty-five (45) days of the disapproval by the Council of the previous appointment. Each subsequent disapproval of an appointment by the Mayor to the office shall create a new forty-five (45) day period.

In the event the Mayor fails to make an appointment and submit the same to the Council within any of the forty-five (45) day periods provided in this section, the President of the Council shall upon the expiration thereof, and within the ensuing forty-five (45) days, appoint and submit to the Council for its approval an appointment to the office to which the Mayor has failed to make an appointment as provided in this section. In the case of such appointment by the President of the Council, the President shall state the specific expertise and related qualification as required herein. If the Council does not disapprove the appointment made by the President of the Council within forty-five (45) days after submission, the appointment shall be deemed approved by the Council.

If the Council disapproves the appointment made by the President of the Council within the forty-five (45) day period, the President of the Council shall make a new appointment to the office involved within forty-five (45) days of the disapproval by the Council of the previous appointment. Each subsequent disapproval of an appointment made by the President of the Council shall create a new forty-five (45) day period as aforesaid.

Appointments by the President of the Council shall be made under the same terms and conditions as those made by the Mayor, including but not limited to the specific requirements for categories of representation set forth in Section 8.249.

Section 8.251 Removal

Members of the Commission may be removed by the Mayor with the concurrence of the Council by majority vote, or by a two-thirds vote of the Council.

Section 8.252 Officers

The Commission shall at the beginning of each fiscal year elect from its members a president and vice-president, which officers so elected shall hold office for one year and until their successors are elected unless their membership on the Commission expires sooner. The Commission may fill for the unexpired terms any vacancy occurring in the office of the president or vice-president.

Section 8.253 Youth Council

The Commission shall establish a Youth Council and other mechanisms and support as necessary and appropriate to provide for youth participation in city processes. Each member of the City Council shall appoint one person to the Youth Council who shall be under the age of 19 at the time of appointment and who shall serve as a non-voting associate member of the Commission. The Youth Council shall make recommendations to the Commission on policy issues and meet jointly with the Commission at least once a year.

The associate members shall serve for a term of two years from the date of their respective appointments unless terminated by the appointing Council Member, except for the initial appointments which shall be as follows: associate members appointed by Council Members from even-numbered districts shall serve for a term of one year. Upon the occurrence of a vacancy in the Youth Council, the Council member who appointed the vacating youth member, shall appoint a replacement member who shall be under the age of 19 at the time of appointment.

Section 8.254 Committees

The Commission shall develop such committees as it deems appropriate and necessary to carry out its work, including, but not limited to the Youth Council and a committee on child care. A member of the Commission shall chair each committee. Committee membership may include, but is not limited to, youth and other individuals with special expertise or interest in the work of the committee. Committee chairs and members shall be selected in accordance with rules and regulations established by the Commission.

Section 8.255 Rules and Regulations

At its first meeting or as soon thereafter as possible, the Commission shall adopt rules and regulations for the conduct of its business.

Section 8.256 Meetings

The Commission shall meet at least once per month and shall designate the time and place of holding its regular meetings. A simple majority of the members of

the Commission must be present at any meeting in order to constitute a quorum but a smaller number may meet from time to time until a quorum is present.

Section 8.257 Cooperation

All Boards, Offices, Departments, Agencies, and Bureaus of the City shall cooperate with the Commission in its efforts to improve services for children, youth, and their families. At the request of the Commission, such agencies, their officers, and their employees shall appoint a liaison to the Commission and shall directly assist and cooperate with the Commission in carrying out certain of its functions, as enumerated in Section 8.258 that require or need interdepartmental cooperation and communication.

The General Managers of the following City Departments shall assist and cooperate with the Commission on a regular and on-going basis: the Recreation and Parks Department, the Library Department, the Community Development Department, Cultural Affairs, the Police Department, the Community Redevelopment Agency, the Department of Transportation, and the Housing Authority of the City of Los Angeles. The Commission shall convene meetings at least quarterly of the General Managers, or their designees, from these Departments and Agencies and any others they deem appropriate.

Other City agencies will be expected to assist and cooperate with the Commission when requested. Such assistance and cooperation may take the form of simply responding to information requests or of providing staff to directly assist the Commission on a limited basis. All requests for such assistance will come from the Commission to the City agency. If such requested assistance cannot be provided, the City agency will respond in writing setting forth the reason(s) it is unable to comply with the Commission's request.

The Commission will also cooperate with all other City agencies when those agencies specifically need information or assistance from the Commission in order to carry out the mission of the City agency. If such requested assistance cannot be provided, the Commission will respond in writing setting forth the reason(s) it is unable to comply with the City agency's request.

Section 8.258 Purposes, Powers and Duties

The Commission shall be a focal point within the city to coordinate the City's efforts to serve children, youth, and their families, enhance the programs of City Departments, make policy recommendations to the Mayor and City Council, annually review and update the City's legislative policy with regard to children, youth and family issues, and advocate for children, youth and families both within the City structure and the community.

Based on priorities set annually by the commission, the purposes, powers and duties of the Commission shall include but are not limited to the following:

Advise the Mayor and Council of the needs, concerns, and problems of children, youth, and their families.

Periodically review the City's Children's Policy and the City's Child Care Policy, make recommendations to the Mayor and Council for changes as appropriate, develop other policies as appropriate, and monitor the implementation of these policies.

Develop a strategic planning process for children, youth and their families within the City of Los Angeles and assure that programs provided by the City are of a high quality.

Convene City Departments and Agencies on a regular basis to coordinate their programs in a comprehensive system which avoids duplication and improves outcomes for children, youth, and their families. At a minimum, the following City Departments or their successors, shall meet at least quarterly: Recreation and Parks, Cultural Affairs, Community Development, Police, Libraries, Transportation, Community Redevelopment Agency and the Housing Authority of the City of Los Angeles.

Convene a joint meeting of the Commission with the Youth Council at least annually.

Promote coordination between the City, County, LAUSD and other educational and governmental entities, national, state and local associations and/or organizations, parents' groups and community-based agencies concerned with children, youth and their families.

Leverage funds, facilitate collaborative agreements, and provide oversight and accountability, as appropriate, for funds received through collaborative efforts.

Develop, analyze, and maintain data related to children, youth, and families including demographics, public and private sector services, issues affecting children, and the children's budget.

Provide assistance to city departments, other governmental entities, and community organizations; serve as a clearing house on possible funding sources; and, assist departments in coordinating grant applications.

Recognize outstanding contributions or accomplishments on behalf of Children, Youth, and Families.

Recommend to the Mayor for appointment, the City's representative to the Los Angeles County Children's Planning Council or successor organization.

Submit an annual report on commission activities to the Mayor and the City Council at the end of each fiscal year.

Perform such other duties relating to children, youth, and their families as may be requested by the Mayor and Council.

Section 8.259 Public Hearings

A. The Commission shall have the authority to hold such public hearings in the course of its investigations as it deems necessary and to administer oaths and affirmations in connection with any such hearing or investigation. Such public hearings shall be for the purpose of information-gathering and fact-finding, and shall conform to rules of procedure which the Commission shall adopt. In connection with such hearings the Commission may request the Council to issue a subpoena to compel the attendance of witnesses and the production of evidence. Following approval by the Council, the City Clerk shall upon request of the Commission issue each subpoena in the name of the City of Los Angeles and attest the same with the corporate seal thereof, and shall in such subpoena direct and require the attendance of the witness or witnesses sought to be subpoenaed before the Commission at a time and place to be in said subpoena specified. The Chief of Police shall cause all such subpoenas to be served by some member of the Police Department upon the person or persons required to attend as aforesaid.

B Every person who, being so subpoenaed to attend as a witness before the Commission, refuses or neglects, without lawful excuse, to attend pursuant to each subpoena, and every person who, being present before the Commission, willfully refuses to be sworn or to answer any material and proper question, or to produce, upon reasonable notice, any material and proper books, papers or documents in his/her possession or under his/her control, is guilty of a misdemeanor, punishable as provided in Section 11.00(m) of the Los Angeles Municipal Code for conviction of a misdemeanor thereunder.

C. No action taken by said Commission shall conflict or interfere with the lawful performance of the powers and duties reposed in the several offices, departments, commissions and boards of the City of Los Angeles by the provisions of the Los Angeles City Charter.

Section 8.260 Compensation

Members and associate members of the Commission shall serve without compensation.

Section 8.261 Executive Officer

The Commission shall appoint, and has the authority to discharge, an executive officer, who shall act in accordance with commission policies and regulations and with applicable law. The executive officer shall serve at the will of the Commission and shall have no property interest in his or her employment.

Section 8.262 Child Care Coordinator

The position of Child Care Coordinator, established by Ordinance No. 164866, is hereby transferred from the Personnel Department to the Commission. The Child Care Coordinator, under the direction of the Commission and the Executive Officer, shall exercise oversight over the implementation of the City Child Care Policy as approved by the City Council by its action of February 24, 1987, and as subsequently amended by the Council. The Child Care Advisory Board, established by Council action of February 24, 1987, is hereby dissolved. The powers and duties of the Child Care Advisory Board are hereby transferred to the Commission.

Section 8.263 Solicitation of Funds

The Commission may solicit and accept donations of funds which shall be placed in the Children, Youth and Their Families Trust Fund established under Section 5.476 of the Los Angeles Administrative Code.

Section 8.264 Coordination with Other Agencies

The Commission shall, whenever practical, coordinate its programs with any other similar agency, Federal, State, or otherwise, so as to avoid duplication of effort and assure an effective working relationship between the City, and other public or private agencies in this field.

Sec. 2. The City Clerk shall certify to the passage of this ordinance and cause the same to be published in some daily newspaper printed and published in the City of Los Angeles.

I hereby certify that the foregoing ordinance was passed by the Council of the City of Los Angeles, at its meeting of

Draft Ordinance
Commission for Children, Youth and Their Families
TRUST FUND

Section 5.476 Creation and Administration of the Fund

A. There is hereby created and established within the treasury of the City of Los Angeles a special fund to be known as the "**Commission for Children, Youth and Their Families Trust Fund**," hereinafter referred to as the "Fund."

B. The Fund shall be used to create new programs or augment established programs and activities of the Commission for Children, Youth and Their Families, hereinafter referred to as the "Commission." The Fund may also be used by the Commission to augment new or established programs of other City departments, other public agencies, or private agencies that the Commission determines will assist in supporting children, youth and their families. Any special terms or conditions of individual gifts, contributions or bequests to the Fund will control the use of those specific gifts, contributions or bequests.

C. All offers of gifts, contributions or bequests with a value of more than \$5,000 shall be submitted to the City Council for acceptance or rejection. All offers of gifts, contributions or bequests with a value of \$5,000 or less may be accepted for and on behalf of the City by the Commission.

D. All offers of monetary gifts, contributions or bequests accepted by the City Council or the Commission for any of the purposes discussed above shall be placed in the Fund.

E. The Controller, at the request of the Commission, shall establish a separate account for each accepted monetary gift, contribution or bequest to which special requirements, qualifications or conditions are attached. Those monetary gifts, contributions or bequests which do not have any special requirements, qualifications or conditions for use shall be placed in a general account established by the Controller for this purpose.

F. The Fund shall be administered and expenditures shall be authorized by the Commission or its designee in accordance with established City practice and Commission policies. The Commission shall not utilize the Fund for purposes which are contrary to the budgetary policy for the Commission as established by the Mayor and City Council.

G. The Commission shall report to the Mayor and City Council semiannually in October and April with respect to all receipts placed into the Fund, the source thereof, and all expenditures from the Fund and the purposes thereof.

BUDGET FINDINGS

In the discussion that follows, the methodology used to collect budget data is presented. The implications of the budget analysis and recommendations for future planning around the child, youth and family priority area are presented and discussed.

Budget Methodology

The committee went through several steps to analyze the city budget. The process was complicated and indicated the difficulty that creating a true "Children's Budget" would present.

Because we felt it was important to review what the funds were used for as well as what city department spent them, the committee reviewed the city budget to determine how expenditures could be classified. Eleven categories of services were developed, and expenditures were assigned by department personnel to the category which best fit the service provided. However, expenditures in the category of Housing presented the following methodological problems: a large portion of the expenditure funded by federal grants and expenditures by the Housing Authority - City of Los Angeles are not included in the city's general budget; there was also a concern that the large category expenditure (nearly \$213 million) would skew comparison with other categories. The committee decided to resolve the issue by using ten categories and adding Housing expenditure as a separate level of expenditure.

Two "children's budgets" were previously prepared in 1989 and 1992. These were reviewed and were very helpful in defining the range of city investments in programs and for identifying departments with exemplary programs. However, the committee and other budget analysts agreed that these budgets did not capture the full range or depth of the city's services for children and families.

Collection of Budget Data

A budget reporting form was developed with the help of department personnel and sent to all departments. Several meetings were held with management of the key departments to clarify reported data. This is where several challenges to finding the full cost of city services for children and families were identified.

These challenges included:

- Different departments have different definitions of youth, ending variously at 18, 21 or 24 years of age.
- Due to the city's current budget format, support, supervision and other indirect costs associated with individual children's programs are difficult to identify.
- Services to children, youth and families often defied separation from the general services provided by the department.
- Departments tended to be conservative, out of concern for maintaining their current allocations.
- Time constraints dictated that best estimates be used, as it would take over a year to develop and implement the cost accounting procedures necessary to construct a complete "children's budget."

Targeted Services to Children, Youth and Families

Detailed budget analysis was limited to the narrowest category of services to children and families. These are the direct service programs that are provided almost exclusively to these user groups. To the extent possible, the budgeted expenditures capture the full cost of providing the service, inclusive of the fringe benefits for personnel, supervision costs and other overhead costs such as equipment and supplies.

Targeted Services to Children, Youth and Families

CATEGORY	EXPENSE	% TARGETED SERVICES
Recreation	\$ 64,672,920.00	30.10%
Youth Development / Job Training	\$ 42,583,154.00	19.82%
Law Enforcement	\$ 28,755,335.00	13.38%
Social Services	\$ 19,785,164.00	9.21%
Education	\$ 18,666,709.00	8.69%
Community Safety	\$ 18,256,983.00	8.50%
Arts and Culture	\$ 9,864,541.00	4.59%
Child Care	\$ 9,809,213.00	4.57%
Health	\$ 1,292,637.00	0.60%
Transportation	\$ 1,175,979.00	0.55%
TARGETED SERVICES*	\$214,862,635.00	100%
TOTAL CITY BUDGET	\$4,748,172,252.00	

* does not include programs under \$10,000

There are over 100 separate programs provided by 22 departments which are targeted to children, youth and families. Using the ten budget analysis categories, about 30% of these expenditures are in recreation services, followed by youth development / job training (~20%), law enforcement (~13%) and social services (~9%).

Due to the fact that proprietary departments (Airports, Harbor, Water and Power) contributes comparatively small expenditure to the total (~ \$2 million), their total budget was not included in the total city budget in calculating percent-targeted-services in the table above.

The specific programs within each budget category are very diverse in content and in financing, ranging from \$16,400 for Youth in the Environment program to almost \$40 million for Youth Job Training. Overall, 72% of these funds are locally generated and 28% come from the federal government (a minimal amount of state funds are included in this figure).

Some programs exist because specific external funds come into the city to support them. That is the case with most youth employment programs. Others were developed to meet the diverse needs in this city. Some represent fiscally limited responses to "niche" markets, while others represent a small response to a bigger problem. Considering the magnitude of demand for the combined targeted services, some of which (like parks, pools and libraries) are by right available to everyone, the expenditures are stretched very thin. In fact, this entire array of targeted services comes to less than \$250 per year/per child.

The need for interdepartmental collaboration is clear. Each category of targeted services includes programs provided by more than one department. Similar programs in different departments can benefit from coordinating their efforts so that limited resources can be focused where they are most needed. These resources should be spent in a way to generate the greatest overall return in terms of benefits to the city.

Non-targeted Services Directly Benefit Children, Youth and Families

The committee felt reporting only targeted expenses would create a limited view of the city's true role in supporting children and their families. A concerted effort was made to determine the extent to which basic city services had direct benefits for children and families.

The Housing Department and Housing Authority of the City of Los Angeles could easily identify costs which support families with children. Several other departments were able to separate out some expenses which supported children and families. However, most departments, including transportation and public works, found that it was impossible to separate family related expenses from all others. The reasons ranged from absence of information, to needing a complicated methodology, time and funding to analyze department records.

The committee recognizes that it is impossible to separate child and family impacts from other general service areas. However, it was felt that having increased knowledge about police, fire, and utility services would be critical to understanding how families are functioning and how the city supports them.

This knowledge could help guide how other targeted revenues might be spent. For example, we do not know what proportion of police resources is used for domestic violence cases which involve children or for child abuse cases. There is no data on the proportion of fire resources used on unsafe and hazardous housing used by families with children. It is difficult to determine if the predominant users of utility discounts are low income seniors or low income families with children. With different reporting practices, it might be possible to layer targeted services over the basic services and create corrective intervention strategies.

General and Infrastructure Services with Indirect Benefits to Children, Youth and Families

It was not possible for the committee to obtain data on how the general operation of the city might have a differentiated impact on children and families. The functions of every department are inclusive of children and families, not allocated to separate job descriptions or line items. This underscores the basic fact that virtually all general and infrastructure services provided by the city are important, if unquantified elements of children's quality of life.

The committee perspective is that it is not worthwhile to attempt calculation of infrastructure costs with indirect benefits. For example, fire and police services are supposed to benefit all residents and by their nature serve families as much as everyone else. Closing a "rock house" on a neighborhood street may benefit every family with children on the block, although no child resides in the "rock house" itself. Such measurement complexities were beyond the capacity of both the departments and the committee to address within the time frame and limited resources of this analysis effort. Furthermore, such an analysis may not be worth the cost at all, since the benefits are indirect to children, youth and families, and form the basic package of services available to all residents. Rather, the systems providing these services must be made responsive to the unique needs of children, youth and families and recognize them as important consumers - approximately one-third of the households in Los Angeles include children under 18 years of age.

¹ Whitelaw, R. Olenick, M. and Armstrong, B. Toward a Comprehensive Youth Development Policy In Los Angeles County. The Los Angeles Roundtable For Children. 1994.

² Los Angeles County Department of Health Services, Los Angeles County Vital Statistics, 1992, a detailed report on births, deaths, and fetal deaths.

³ Woods, D. et al. "Increasing Immunization Among Latino and African American Preschool

Children in Los Angeles" Report on CDC Contract # 200-91-0942: Los Angeles. April, 1993.

⁴ Armstrong, B. and Schocken, M. (1994). Healthy Beginnings, Healthy Futures: Los Angeles County Perinatal Needs Assessment. Los Angeles County Department of Health Services and March of Dimes Birth Defects Foundation.

⁵ United Way of Greater Los Angeles. (1994). Los Angeles 1994: State of the County Databook. Author.

⁶ Lazarus, W. and Lipper, L. (1994). America's Children and the Information Superhighway. Santa Monica: The Children's Partnership.

FUNDING SOURCE OF TARGETED PROGRAMS FOR CHILDREN, YOUTH AND THEIR FAMILIES BY DEPARTMENT

Department	General Fund/Revenues/ Bonds/Props.	Federal/State/ Other	Total Budgeted Amount
Proprietary Departments			
Airports	\$251,973	\$0	\$251,973
DWP	1,586,230	—	1,586,230
Harbor	285,251	—	285,251
Total Proprietary Departments	2,123,454	0	2,123,454
City Departments			
Aging	417	—	417
Animal Regulation	*	—	—
Building and Safety	85,678	—	85,678
City Administrative Officer	*	—	—
City Attorney	1,303,100	—	1,303,100
City Clerk	5,980,527	—	5,980,527
Commission / Status of Women	21,395	—	21,395
Community Development Department	5,000,000	56,531,130	61,531,030
Controller	66,007	—	66,007
Cultural Affairs	1,563,729	—	1,563,729
Employee Relations	*	—	—
Environmental Affairs	400	16,000	16,400
Ethics Commission	*	—	—
Fire	6,693,149	—	6,693,149
General Services	*	—	—
Information Services	688	—	688
Los Angeles Convention Center	*	—	—
Mayor	2,510,000	—	2,510,000
Library	15,356,921	738,000	16,094,921
Personnel	102,374	—	102,374
Planning	*	—	—
Police	33,752,291	—	33,752,291
Public Works : All Bureaus	1,897,285	—	1,897,285
Recreation and Parks	64,525,425	—	64,525,425
Social Service	*	—	—
Telecommunications	*	—	—
Transportation	6,510,644	50,000	6,560,644
Treasurer	*	—	—
Total City Dept. Expenditure	145,370,030	57,335,130	202,705,060
	72%	28%	
Total City & Proprietary Depts.	147,493,484	57,335,130	204,828,514
	72%	28%	
LA Housing Department **	215,114	72,563,743	72,778,857
Housing Authority - CLA **	—	142,250,000	142,250,000
CRA	—	8,082,100	8,082,100
Total	\$147,708,598	\$280,230,973	\$427,939,471
	35%	65%	

* no specific items reported

** includes Housing related programs

TARGETED PROGRAMS FOR CHILDREN, YOUTH AND THEIR FAMILIES BY CATEGORY

SERVICE CATEGORY	Description	Budgeted Amount	% of Total
			CYF
Recreation			
Airports	Banner Donation	\$27,730	
City Clerk	LAUSD *	3,500,000	
DWP	Youth Group Discounts	36,000	
Harbor	Cabrillo Beach &Launch Ramp	132,000	
Recreation and Parks	Administrative Costs	6,488,857	
Recreation and Parks	Camps	879,667	
Recreation and Parks	Construction Costs (overhead)	8,803,043	
Recreation and Parks	Golf	127,451	
Recreation and Parks	LA Zoo	7,370,337	
Recreation and Parks	Observatory	1,114,625	
Recreation and Parks	Parks	20,685,648	
Recreation and Parks	Pools	4,310,049	
Recreation and Parks	Recreational Centers	11,035,740	
Recreation and Parks	Tennis	161,773	
		64,672,920	30.09%
Youth Development / Job Training			
Community Development Department	Summer Youth *	20,878,250	
Community Development Department	Youth Development *	5,387,760	
Community Development Department	Youth Job Training *	13,201,796	
DWP	Student Engineer Program	327,960	
DWP	Youth Services Academy *	848,770	
Environmental Affairs	Youth in the Environment	16,400	
Mayor	Office of Youth Development	260,000	
Personnel	Job Preparation Seminar	12,703	
Personnel	Middle School Outreach	17,671	
PW : Board Office	Clean & Green *	1,518,303	
PW : Sanitation	Volunteer Intern Program	86,406	
PW : Sanitation	Youth in the Environment	27,135	
		42,583,154	19.81%
Law Enforcement			
City Attorney	Prosecution of cases with children as victim/witness	1,303,100	
Police	Administration - OJG	128,665	
Police	CRASH & GAS	11,259,164	
Police	"J" Car & School Car	6,251,888	
Police	Juvenile Coordinator	1,514,412	
Police	Juvenile Division	8,298,106	
		28,755,335	13.38%
Social Services			
Commission / Status of Women	Relationship Violence Program	21,395	
Community Development Department	Social Services (includes some Rec./Edu./etc.) *	17,711,473	
Controller	Calculating Indirect	26,547	
Controller	Youth Group Costs	25,749	
Housing Authority - City of LA	Youth Group Grant Audit	25,749	
	Social Services (includes Law Enf./Rec./Education) *	2,000,000	
		19,785,164	9.20%
Education			
Airports	Adopt-a-School	25,475	
Airports	Children's Materials	11,448	
Airports	LAX School Tours	47,175	
Airports	VNY School Tours	44,030	

APPENDIX

TARGETED PROGRAMS FOR CHILDREN, YOUTH AND THEIR FAMILIES BY CATEGORY

SERVICE CATEGORY	Description	Budgeted Amount	% of Total
			CYF
Airports	VNY-Aviation Expo	96,115	
City Clerk	Constitutional Right *	67,500	
City Clerk	Direction Sports *	60,000	
Community Redevelopment Agency	LA's BEST *	2,100,000	
DWP	Adopt-a-School	62,000	
DWP	In Service Teacher Training	51,000	
DWP	School Support	146,000	
DWP	Student Scholarships	50,000	
Harbor	Curriculum Project	25,636	
Harbor	School Boat Tours	29,517	
Harbor	Speaker's Bureau	19,298	
Harbor	Waterfront '94	64,917	
Library	Magnet High School - Electronic Info.	161,200	
Library	Homework Centers	705,154	
Library	Reference Service	5,791,953	
Library	Staff & Materials supporting CY&F - general	2,301,112	
Police	DARE (Drug Abuse Resistance Education)	6,300,056	
Public Works : All Bureaus	Adopt-a-School / Science Achievement Program	13,123	
Transportation	Bicycle Safety Education	494,000	
		18,666,709	8.68%
Community Safety			
Building & Safety	Plan Check/Inspect. of Rec. & Child-Care Facilities	85,678	
City Clerk	Central Recovery *	38,000	
City Clerk	Youth Gang Services Program *	2,108,748	
DWP	Community Events/Fairs	36,960	
DWP	Electric Safety Demos.	27,540	
Fire	Emergency Medical Services	1,551,060	
Fire	Explorer Scout Program	336,960	
Fire	Fire Inspections	3,350,000	
Fire	Junior Fire Program	22,422	
Fire	School Outreach Program	1,423,707	
Mayor	Office of Criminal Justice *	2,250,000	
PW : Board Office	Operation Clean Sweep	252,318	
Recreation and Parks	Park Rangers	2,382,925	
Transportation	Bicycle Commuting Video Program	308,000	
Transportation	Crossing Guards	4,082,665	
		18,256,983	8.49%
Arts & Culture			
Cultural Affairs	Art instruction	455,807	
Cultural affairs	Museum Education.	224,379	
Cultural Affairs	Performing Arts	278,908	
Cultural Affairs	Special Cultural Grants *	482,154	
Cultural Affairs	Youth Arts Services	122,481	
Library	Cultural / Educational Programs	268,173	
Library	School Contacts	1,379,305	
Library	Summer Reading	244,986	
Library	Teen Councils & Youth at Risk	333,420	
Library	Children & Young Adult Staff and Materials Budget - general	1,661,750	
Library	Contests	101,252	
Library	Reader's Advisory Service	1,086,699	
Library	Volunteerism with CY&F	112,010	
Library	Grandparents / Children & Books	1,657,587	
Library	Programs in Library	290,320	
Recreation and Parks	Museums	1,165,310	
		9,864,541	4.59%

TARGETED PROGRAMS FOR CHILDREN, YOUTH AND THEIR FAMILIES BY CATEGORY

SERVICE CATEGORY	Description	Budgeted Amount	% of Total CYF
Childcare			
Community Development Department	Childcare Facilities/Childcare Agencies *	3,255,113	
Community Redevelopment Agency	Childcare Facility / Development	5,982,100	
Personnel	Childcare Coordinator	72,000	
Transportation	Chatsworth / Sylmar Metrolink Child Care	500,000	
		9,809,213	4.56%
Health			
City Clerk	Clinica Romero *	42,000	
City Clerk	Gay & Lesbian Community Services *	75,000	
City Clerk	LA Free Clinic *	39,000	
City Clerk	Venice Family Clinic *	40,000	
Community Development Department	Funding for Health Clinics/Agencies *	1,096,637	
		1,292,637	0.60%
Transportation			
Transportation	Charter Bus	1,163,479	
Transportation	Maps to School	12,500	
		1,175,979	0.54%
TOTAL**		\$214,862,634	100.00%
Housing			
LA Housing Department	Lead-Based Paint Abatement	1,340,114	
LA Housing Department	New Construction	42,706,477	
LA Housing Department	Rehabilitation	28,732,266	
Housing Authority - City of LA	Housing subsidy for low-income families	140,250,000	
Total Housing		\$213,028,857	
TOTAL ** (Including Housing)		\$427,891,491	

* Services are provided by non-City employees.

** Does not include programs under \$10,000

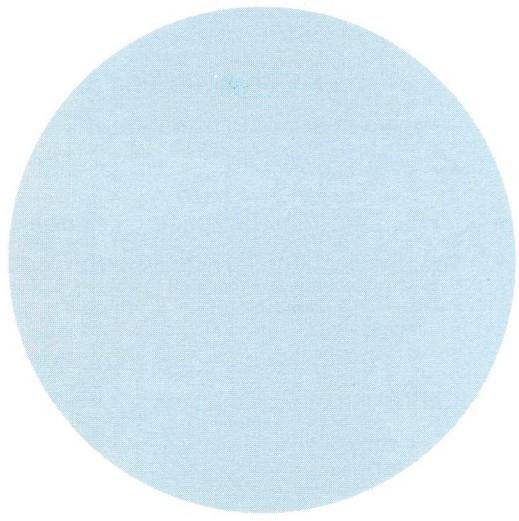
Programs under \$10,000 :

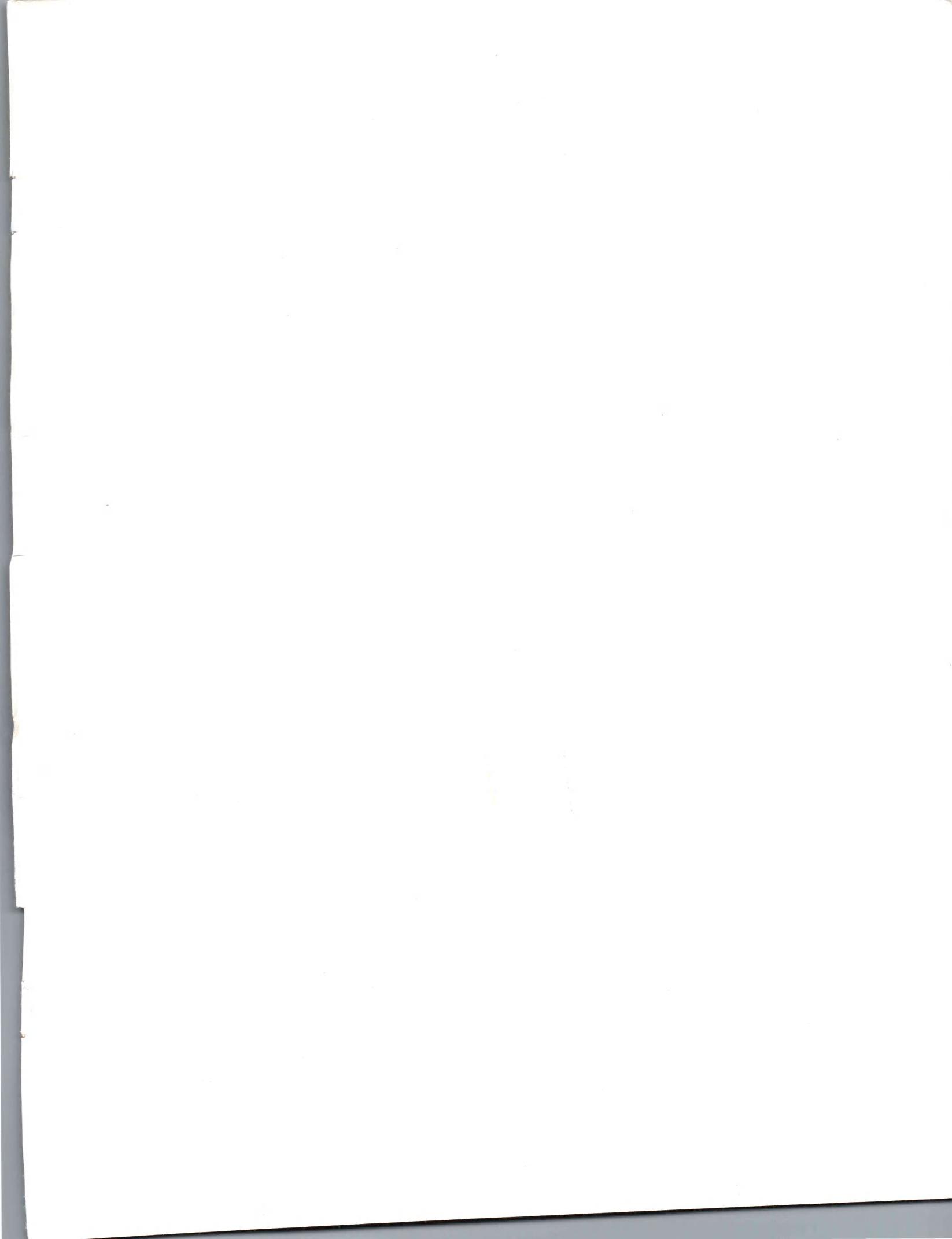
Aging	Indirect Monitoring of Intergenerational Programs	\$417
City Clerk	Education *	5,779
Harbor	Autumn Sea Fair	4,000
Information Services	Middle School Outreach Program	688
City Clerk	NE Youth Athletic *	4,500
Fire	Fire Service Day	3,500
Fire	Special Junior Firefighter	5,500
Controller	Child Support	4,665
Controller	Youth Program Auditing	9,046
Harbor	Gang Alternatives Program	200
Harbor	Wilmington Comm.Charity Services	8,683
Harbor	Wilmington Boys Club	1,000
		\$47,978

GUIDELINES FOR A FAMILY-FRIENDLY CITY

To assist the City of Los Angeles in fulfilling its role and achieving the *Vision for Every Child*, the committee recommends that the following guidelines be adopted by the Mayor and City Council and used as principles to guide all decision-making and planning:

- A safe, secure and economically viable family, reinforced by a supportive community, is the best place to meet the needs of children and adolescents. Therefore, city actions will strive to support families, in their many different forms, in fulfilling their responsibilities to their children and youth.
- The city will address the underlying and systemic causes of family and community problems, such as poverty. Building healthy, safe neighborhoods with strong social, economic and physical infrastructures is the city's best approach to supporting families and their children.
- The needs of children and their families, rather than the needs of agencies or political factors, should drive resource allocation decisions. Priorities for resource allocation should target geographic areas, rather than focusing on specific or "at-risk" populations.
- The needs of the diverse multi-cultural neighborhoods and populations in Los Angeles require responses that may differ from area to area. Systems, agencies and staff must ensure equitable responsiveness and flexibility at the local level to address the differing needs of communities and to improve communication and understanding among them.
- Young people and their families must play a major role in the development, governance, planning and implementation of community youth programs and advocacy efforts. All programs and services operated or funded by the city will include meaningful youth and family participation and involvement.
- Leadership and staff must be culturally responsive, reflective of neighborhoods, and effective in building partnerships and stronger communities. Service capacity should be strengthened at all levels through training and technical assistance, as well as effective hiring and deployment practices.
- Children and youth need connections and relationships. City programming and funding will give priority to those programs that engage and connect with youth on a long-term basis, rather than casual or "one-time" activities.
- Providing incentives for partnerships is more effective than promoting isolated efforts that compete against each other for funding. City planning and funding will promote collaboration across departments promote public/private to best utilize and leverage all resources.
- Programs must be held accountable for improving conditions for children, families and communities. Desired outcomes must be specified, and the results measured and evaluated. Greater use of improved evaluation techniques will help make possible accountability in resource allocation processes.
- Technology decisions should consider and appropriately address the needs of children and their families.





The Los Angeles Mayor's Committee on Children, Youth and Families

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